

DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
Washington, DC 20314-1000

OM 10-1-1

CERM-O

MEMORANDUM  
NO. 10-1-1

31 October 1990

Organization and Functions

HEADQUARTERS, U.S. ARMY CORPS OF ENGINEERS

1. Purpose. This memorandum:

a. Designates the major organizational elements, responsibilities, and functions of the Headquarters, U.S. Army Corps of Engineers (HQUSACE).

b. Establishes policy and prescribes procedures for making changes to organization, responsibilities, and functions.

2. Applicability. This memorandum applies to all HQUSACE elements. A general statement of function for the Office of the Chief of Engineers can be found in CSR 10-31. For more detailed information than that appearing in the CSR 10-31, please contact the Executive Director, Office of the Chief of Engineers.

3. References.

a. AR 10-5, Organization and Functions, Department of the Army.

b. AR 10-87, Organization and Functions, Major Army Commands in the Continental United States.

c. CSR 10-5, Organization and Functions, Army Staff.

d. CSR 10-31, Organization and Functions, Office of the Chief of Engineers (OCE).

4. Definitions. CSR 10-5, APP A, contains definitions of such frequently used terms as "function," "organizational element," and "contact point." The definitions in CSR 10-5 have been used in preparation of this OM.

5. Policies.

a. Official organization. The official organization of HQUSACE is represented in the 19 appendices to this OM (A thru S), with most appendices (all except L, O, P, and Q) correlated to introductory charts. As changes occur, the official structure is that approved in accordance with this OM. The Manpower Management Document (MMD) and other publications, correspondence, and charts issued by elements of HQUSACE will be in agreement with the official organization published herein, as modified by any changes that have subsequently been approved by the officials listed in paragraph 6.

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This memorandum supersedes OM 10-1-1, 1 October 1984.

b. Organizational nomenclature. The progression for HQUSACE organization is directorate or separate office, division, branch, section, and unit. Each organizational level beneath a directorate or separate office will consist of two or more elements, i.e., two (or more) divisions, two (or more) branches, etc. Non-mission elements directly below directorate/separate office level will be called "offices" rather than "divisions," e.g., Office of Management and Staff Support, Directorate of Civil Works. Formation of temporary organizational groupings, e.g., task forces, ad hoc teams, will not be formally documented. There is no intent to standardize the size of internal elements. Instead, the establishment of internal elements will depend on logical grouping of functions, avoidance of unnecessary layering or supervision, workload analysis, and allocation of available resources. Generally, however, no subordinate organizational element will be established unless it can support at least six positions. A director or separate office chief who wishes to establish any division, branch, section, or unit having fewer than six positions must provide convincing evidence of the organizational need to establish such an element. Exceptions to this policy will be reviewed on a case by case basis.

c. Supervisory ratio. The current criteria of 1:5 in ER 690-1-500 will be used as a guide. Organizational changes and personnel actions will be judged on existing regulatory guidance.

d. Deputy positions. All General Officer (GO) and Senior Executive Service (SES) personnel are authorized full-time deputies, unless they are currently a deputy. Chiefs of Separate Staff Offices who are at the grade of GM-15 or Colonel are also authorized full-time deputy positions.

e. Directorate versus office. Designation of "directorate" generally implies a mission operation; designation of "office" generally implies a support operation. Exceptions to this general rule can be made at the discretion of the Commander. (The exception that might arise most expectedly is the designation of an unusually large or unusually wide-ranging support element with major involvement in mission accomplishment as a "directorate.")

f. Basis for changes. Only changes in organization and functions that offer clear, demonstrable advantages over the status quo will be proposed. When benefits are marginal, HQUSACE elements will rely on the status quo because of the stability that it provides. To provide the Commander, USACE with an independent evaluation, proposed changes in organization or functions will first be submitted to the Directorate of Resource Management (DRM) for review. Changes include any additions, deletions, or retitling of organizational elements, or revisions to statements of functions, at branch level or above. No announcements or implementation of changes will be made until the full process of review and approval is completed.

g. Description of functions. Statements of functions will be kept brief. They should tell in a few words what is done, not how it is done. Moreover, it is seldom necessary to state for whom the function is performed. For example

such phrases as "assists the Commander USACE" or "provides services to the Director(ate)" are usually superfluous. Excessive use of modifiers, superlatives, description of skills involved, workload figures, and similar items should also be avoided in functional statements even though they may be essential in other documents such as job descriptions, task lists, etc.

h. Common functions. To further ensure brevity, those functions that are common to all organizational elements will not be included in statements of functions. Examples: coordination, implementation of directives, preparation of directives, attendance at conferences, liaison activities, technical advice and assistance, field visits, and similar functions inherent in administration of functions.

## 6. Authorities.

a. Directors and chiefs of separate offices may approve changes below branch level, simultaneously providing notice to DRM (ATTN: CERM-O).

b. The Director of Resource Management may approve, but not disapprove, changes at branch level. Cases of dispute will be forwarded by DRM to the Executive Office with recommendations for decision.

c. All changes above branch level require the approval of the CDR, USACE.

## 7. Procedures.

### a. Proposed Changes to Organization and Functions.

(1) Directorates and separate offices will submit a request to DRM (CERM-O) for all proposed changes in organization structure, titles, or functions of elements at branch level or above. The submission to, and review by, DRM must take place prior to any implementing action being initiated. The request should contain ample explanation of the proposed change so that DRM can make an informed review. As a minimum, the following supporting information should accompany the proposed change: (1) the problem or situation that gives rise to the request for change; (2) the alternatives, including advantages and disadvantages of each alternative; (3) the increases or decreases in costs and manpower if the change is approved; (4) the coordination performed with other elements that is affected by the change and their input; and (5) the consequences of maintaining the present organization or functional assignment.

(2) DRM will:

(a) Analyze proposal and coordinate requests as required.

(b) Approve branch level changes or refer any cases in dispute to the Executive Office for resolution, along with DRM recommendation.

(c) For proposed changes at division level or above, recommend approval or disapproval to the Commander, USACE.

(d) Notify requesting directorates or separate offices of final action taken on their request; notify appropriate staff offices of approved changes so that publications and documents prepared by these elements may be kept current.

(e) Incorporate the details of approved organizational changes in the MMD.


(f) Incorporate the details of the approved organizational changes in the official HQUSACE Organization Chart.

(3) Proposed changes within DRM of the type and level described in (1) above will be submitted to the Executive Office for approval by the Deputy Commander. The same justification required of other elements will be submitted by DRM.

b. Proposed Changes to Basic Mission (AR 10-5). The directorate or separate office identifying the need for a change to AR 10-5 or AR 10-87 will submit a coordinated memorandum to DRM (ATTN: CERM-O) which provides revised wording and justification suitable for inclusion in a regulation change request. DRM will review and coordinate the proposed change, take necessary action, and inform the requesting element of final action taken.

8. The word "he" when used in this regulation represents both the masculine and the feminine genders.

FOR THE COMMANDER:



ALBERT J. GENETTI, Jr.  
Colonel, Corps of Engineers  
Chief of Staff

19 Appendixes

DIRECTORATE/OFFICE

APPENDIXES

Executive Office, HQUSACE .....	A
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graph TD
    CC[Commander  
Deputy Commander  
Chief of Staff] --- AC[Assistant Chief  
of Engineers]
    CC --- DCP[Directorate of Civil Works]
    CC --- DMP[Directorate of Military Programs]
    CC --- DRD[Directorate of Research and Development]
    CC --- DLM[Directorate of Logistics Management]
    CC --- OSS[Office of Security and Law Enforcement]
    CC --- OH[Office of History]
    AC --- DRE[Directorate of Real Estate]
    AC --- DHR[Directorate of Human Resources]
    AC --- OPA[Office of Public Affairs]
    AC --- OSD[Office of Small and Disadvantaged Business Utilization]
    DCP --- DCM[Directorate of Civil Management]
    DCP --- OEC[Office of Engineer General]
    DCP --- OPC[Office of Principal Assistant Responsible for Contracting]
    DMP --- DIM[Directorate of Information Management]
    DMP --- OIG[Office of Inspector General]
    DRD --- DRC[Directorate of Resource Management]
    DRD --- OCC[Office of Chief Counsel]
    DRD --- OEO[Office of Equal Employment Opportunity]
    DLM --- DIO[Directorate of Information Management]
    DLM --- OIG[Office of Inspector General]
    DLM --- OPC[Office of Principal Assistant Responsible for Contracting]
    OH --- AOC[Audit Office]
    OH --- SOHO[Safety and Occupational Health Office]
  
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## EXECUTIVE OFFICE, HQUSACE

### COMMANDER Mission

To manage and execute engineering, construction, and real estate programs for the US Army and Air Force, and for other federal agencies and foreign governments as assigned; to supervise research and development in support of these programs; to manage and execute Army installation support programs; to manage and execute Civil Works programs; to develop and maintain capability to mobilize in response to national security emergencies, domestic emergencies, and emergency water planning programs; and to support Army space initiatives.

Under the direction and supervision of the Secretary of the Army, through the Assistant Secretary of the Army, (Civil Works), the Commander has responsibility for investigating, developing, and maintaining the nation's water and related environmental resources; constructing and operating projects for navigation, flood control, major drainage, shore and beach restoration and protection, hurricane flood protection, related hydroelectric power development, water supply, water quality control, fish and wildlife conservation and enhancement, and outdoor recreation; responding to emergency relief activities directed by other federal agencies; and administering laws for the protection and preservation of navigable waters, and emergency flood control and shore protection.

### DEPUTY COMMANDER

Serves as principal assistant and advisor to the Commander by supervising and coordinating the overall activities of the USACE. By delegation from the Commander, the Deputy Commander has final authority on both the military and civil works responsibilities of the Commander. As appointed by the Commander, the Deputy Commander serves as Chairman of the Board of Engineers for Rivers and Harbors.

### ASSISTANT COMMANDER FOR FACILITIES, HOUSING AND ENVIRONMENT

Is delegated command responsibility for the U.S. Army Engineering and Housing Support Center (EHSC), U.S. Army Toxic and Hazardous Materials Agency (USATHAMA) and U.S. Army Engineer Studies Center (ESC).

### CHIEF OF STAFF

Serves as principal assistant and advisor to the Commander and Deputy Commander. Performs overall coordination and management of the operation and administration of the command headquarters. Directs and monitors the HQUSACE staff in carrying out decisions, plans, or other final actions emanating from the Commander or Deputy Commander, USACE. Performs final review, coordination,

and clearance of internal and external staff actions directed to the Commander. Monitors preparation of special action papers including, but not limited to, White House fact sheets, talking papers for the Secretary of the Army, articles for the Chief of Staff Army Weekly Summary, and presentations for the Army Policy Council and Army Staff Council. Mediates controversial issues involving policy, mission, or operations of the Corps of Engineers (CE) which require resolution by the Commander and Deputy Commander. Exercises final review, approval authority, and supervision of staff actions and activities as delegated by the Commander. Authenticates policy, procedural, and guidance directives and publications issued by USACE. Takes final action for the Commander on recommendations of investigative boards and committees.

Note: The Commander, USACE, and the Deputy Commander, USACE, also serve as Chief of Engineers and Deputy Chief of Engineers. For a description of their authorities and responsibilities as members of the Army staff, please see (Chief of Staff Regulation) CSR 10-31.

#### OFFICE OF STRATEGIC INITIATIVES Mission

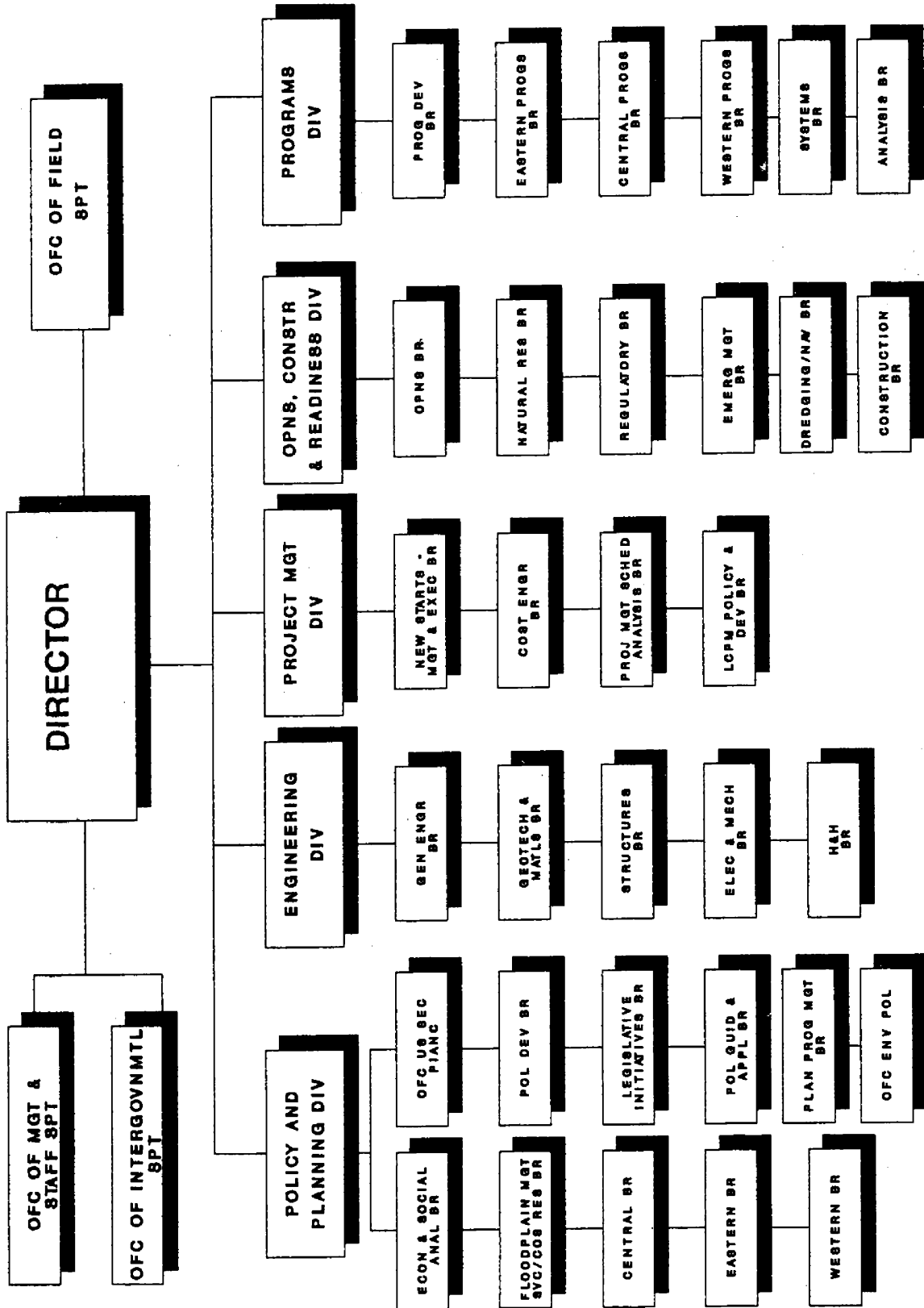
To support the Chief of Engineers and the Strategic Steering Group (SSG) in strategic planning for the U.S. Army Corps of Engineers and the Office of the Chief of Engineers.

#### Functions

1. Provides technical and administrative support in establishing task forces to address strategic issues that cross organizational lines and assists these task forces in the completion, briefing and transmittal of products to the Chief of Engineers for information or decision.
2. Provides information to USACE subordinate elements on the Chief of Engineers' strategic planning process, assists subordinate elements in applying the results of that process to their organizations, and facilitates exchange of information among subordinate elements on the results of their strategic planning efforts.



## DIRECTORATE OF CIVIL WORKS



## DIRECTORATE OF CIVIL WORKS

### Mission

To direct, manage and staff supervise the execution of civil works programs, including program development, design, planning, project management, engineering, construction, operations and maintenance of Corps projects, regulatory initiatives and research and development functions in support of this program.

### OFFICE OF THE DIRECTOR Functions

1. Advises the Commander, USACE on all aspects of the civil works programs.
2. Serves as principal advisor to the Assistant Secretary of the Army for Civil Works (ASA/CW) in setting and implementing Army policies in the Civil Works program.
3. Directs the activities of the nation's water and related environmental resources; developing and managing programs, planning, designing, constructing, and operating projects for navigation, flood control, major drainage, shore and beach restoration and protection, related hydroelectric power development, water supply, water quality control, fish and wildlife conservation and enhancement, and outdoor recreation.
4. Staff supervises the nation's water preparedness program.
5. Manages readiness programs for national security and major domestic emergencies. Evaluates command readiness posture and coordinates actions. Ensures overall command readiness.
6. Manages USACE mobilization and war plans, policies and procedures.
7. Implements USACE's responsibilities for disaster assistance.
8. Monitors development of national programs, policies and legislation.
9. Manages and coordinates HQUSACE civil works interagency and all international activities not exclusively associated with foreign military sales or security assistance programs.
10. Supervises staff actions and monitors actions by subordinate Commanders and Army field commands to assure implementation of broad policies and major decisions.

11. Manages Army Staff, Army Secretariat, DA and Congressional actions for the Directorate. Tasks, monitors and coordinates CW response inquiries pertaining to the CW mission.
12. Articulates Department of the Army positions on water resources and other infrastructure issues to Congress, other Federal and non-Federal agencies, information media and the public.
13. Manages the Corps regulatory program which ensures navigation and protection of the aquatic environment.

OFFICE OF FIELD SUPPORT  
Functions

1. Coordinates appropriate phases of CW water resources development programs within assigned geographic areas of responsibility with USACE, Army, and Congressional interests.
2. Testifies before Congressional committees considering authorization and funding for projects, and assists MSCs in their appearances (or testify in their absence) before Appropriations Committees.
3. Represents the position of the MSC engineer on matters referred from the field to HQUSACE.
4. Represents USACE on CW matters before local interest groups, federal agencies, members of Congress, state and local governments, and media representatives.
5. Inspects field installations and projects.
6. Alerts the Director of Civil Works or other key USACE staff members to sensitive or high visibility activities or actions that may be controversial or generate major public interest.

OFFICE OF INTERGOVERNMENTAL SUPPORT  
Mission

To serve as principal HQUSACE manager and coordinator for civil works interagency and all international activities not exclusively associated with support of U.S. forces overseas or exclusively associated with foreign military sales or security assistance programs.

Functions

1. Serves as HQUSACE manager of selected new mission activities.
2. Develops initiatives and policies in close coordination with OASA(CW). Obtains ASA(CW) approval/endorsements. Develops programs to implement initiatives of OASA(CW). Represents OASA(CW) in intergovernmental matters.

3. Manages the USACE Support for Others (SFO) Program.
4. Issues guidance and directives and establishes policy on related matters.
5. Manages interagency and international coordination.
6. Develops programs with Departments of Defense, Army, State, other Federal agencies, OMB and Congress.
7. Develops, negotiates and evaluates agreements with other agencies and governments.
8. Conducts HQUSACE policy studies on interagency/international activities.
9. Serves as the HQUSACE focal point for supporting U.S. businesses overseas.
10. Initiates actions to foster understanding of and support for Civil Works and military missions with private sector, states and other Federal agencies.
11. Identifies potential non-DOD reimbursable support roles for USACE.
12. Develops and issues guidance and policy for HQUSACE and its subordinate elements.
13. Develops and implements new missions including drafting legislation, preparing and justifying budget requests and developing the mission with the Administration, Congress and appropriate agencies.

OFFICE OF MANAGEMENT AND STAFF SUPPORT  
Mission

To develop policies and procedures to improve the management of CW functions and resources and to provide administrative and technical support and services to the directorate.

OFFICE OF THE CHIEF  
Functions

1. Monitors and implements staff support initiatives and resource (funding and manpower) allocations and utilization.
2. Coordinates conferences and workshops for which D/CW or its divisions is proponent; provides input to OCE approved conference list.
3. Acts as Contracting Officer Representative for D/CW automation support contracts.
4. Administers the facility management contract; approves IM plans and system enhancement; negotiates and establishes agreements on use of contractor support.

5. Supports the Office of Public Affairs in the development and implementation of CW public information programs.
6. Provides staff support to the ASA(CW) as requested.
7. Provides speeches, briefings, congressional testimony and information packages for the Director and Deputy Director, CW, CW staff, OASA(CW) and others.
8. Prepares and publishes the Annual Report of the Secretary of the Army on Civil Works Activities and other publications explaining CW policies and programs.
9. Schedules briefings for visiting MSCs and subordinate command engineers, Commanders and Directors of FOAs and Labs, members of Congress and their staffs, officials of other agencies, and various elements of the international water resources community.

#### ADMINISTRATIVE SUPPORT BRANCH Functions

1. Performs studies and provides management advice, assistance, and services to staff and operating officials regarding administrative procedures, security, record management, micrographics, space utilization, CW equipment and supplies, payroll, travel, personnel actions, property management, facsimile message traffic and classified document control.
2. Maintains reading files and reference file of directives and publications. Maintains record files of Directorate FTE manhour utilization, performance award program, security clearances, personnel performance evaluations, purchase requests and funding commitments.
3. Manages all facets of the CW operating budget, to include General Expense (GE) and Operations and Maintenance, Army (O&MA) funds. Programs, budgets, and allocates funds; monitors budget execution. Provides guidance to CW elements on budget-related matters.
4. Manages and controls D/CW manpower allocations and usage, training, awards, EEO, position management, payroll, and personnel action processing.
5. Manages and coordinates D/CW long term training and major awards programs.
6. Provides general administrative and clerical support to the Executive Director and the senior civilian and military Deputy Directors of Civil Works.

#### POLICY AND PLANNING DIVISION Mission

To formulate and issue policy and guidance governing the CW program and to provide leadership, consultation and advice on planning activities.

OFFICE OF THE CHIEF  
Functions

1. Formulates and coordinates CW policy with OASA(CW), federal agencies, and OMB. Reviews planning, project, and legislative proposals.
2. Develops and manages Civil Works actions relating to authorizing legislation. Serves as principle CW point of contact for coordination with Congressional authorizing committees on policy matters.
3. Manages and develops agendas for the Chief's Environmental Advisory Board.
4. Formulates Civil Works environmental policy and guidance.
5. Directs policy program of the Institute for Water Resources (IWR).
6. Manages portions of the General Investigations appropriations and the Continuing Authorities Program. Provides advice and assistance to FOAs on planning activities and economic, social, and environmental matters during the planning, design, construction, operation and maintenance phases of CW projects.
7. Advises the Board of Engineers for Rivers and Harbors (BERH) and the Mississippi River Commission (MRC) on planning reports under review.
8. Provides staff support to the Inland Waterways Users Board.
9. Recommends and monitors research and development for planning activities.
10. Manages the USACE Flood Insurance Study effort and the Floodplain Information Services and Planning Assistance to States programs.
11. Issues guidance for water supply contracts and reviews such contracts submitted by subordinate elements and transmits with recommendations to the ASA(CW) for execution.
12. Manages Civil Works participation in audit program.

PLANNING PROGRAM MANAGEMENT BRANCH  
Functions

1. Manages the program development, defense, and execution of the continuing authorities program; develops all policies and procedures; coordinates closely with ASA(CW) and FOAs; maintains database.
2. Coordinates urgent actions pertinent to the planning function of a programmatic nature.
3. Monitors, reviews, and analyzes performance of the planning programs including continuing authorities in USACE MSCs.

4. Prepares input to budget development and program execution of feasibility, PED, technical planning assistance programs, coordination with local, state, and federal agency programs, and the Continuing Authority Program.
5. Coordinates preparation of testimony to Congress for authorization of new projects and for project modifications. Prepares and reviews draft legislation related to the Planning function.
6. Manages the Section 710 Study Deauthorization Program.
7. Processes and coordinates Congressional Resolutions, Chief's reports, and other documents which comprise the record of USACE water resources development projects. Develops and maintains working files on active studies.
8. Manages CW participation in audit program.

FLOODPLAIN MANAGEMENT SERVICES AND COASTAL RESOURCES BRANCH  
Functions

1. Provides leadership, guidance, assistance, and coordination in administering the Flood Plain Management Services and planning assistance to states programs.
2. Provides assistance in managing reimbursable Flood Insurance Studies (FIS) performed by USACE for the Federal Emergency Management Agency (FEMA). Provides coastal resources planning expertise for the Directorate.
3. Develops and defends annual budget estimates for each assigned program. Coordinates and manages funding activities for the reimbursable FIS for FEMA.
4. Develops and provides guidance and support to subordinate elements on the activities required for each program, including FIS and coastal resources planning.
5. Manages program execution and maintains program management systems for each program and FIS.
6. Coordinates coastal resources planning matters involving other agencies having coastal initiatives and represents USACE at interagency meetings and conferences.
7. Monitors application of new technologies to advance the state of the art of water resources planning and coastal engineering R&D.

ECONOMIC AND SOCIAL ANALYSIS BRANCH

1. Provides leadership, guidance, training, assistance, and coordination in economic and related social and institutional aspects of CW planning.

2. Develops authoritative guidance and direction on broad economic and social implications of water resources projects and conducts training, integrating national economic development considerations into overall plan formulation, assessment, and evaluation.
3. Reviews economic, social, and financial information in planning documents for technical adequacy, feasibility, and validity, providing comments and recommendations.
4. Participates in the inter-agency and intra-agency activities and studies to develop uniform multi-objective planning principles, standards, and procedures.
5. Manages the planning and economic evaluation oriented research program.
6. Develops guidance and provides consultation on social impact assessment and institutional analysis.
7. Develops and implements guidance for water supply contracts and cost allocations and reviews and approves allocations used as a basis for subsequent actions.

POLICY DEVELOPMENT BRANCH  
Functions

1. Formulates and issues policies governing CW programs.
2. Leads in the coordination of policy issues with ASA(CW) and in appropriate instances with other Federal agencies, congressional committee staffs and non-Federal interest groups.
3. Provides consultation and advice to HQUSACE and its subordinate elements on policy issues.
4. Oversees policy studies assigned to IWR that support policy initiatives. Develops study goals and monitors studies.
5. Identifies policy areas requiring guidance, and manages process of integrating policy decisions into ERs.

POLICY GUIDANCE AND APPLICATION BRANCH  
Functions

1. Monitors interpretation and application of existing policies to specific CW project proposals.
2. Reviews new work proposals referred by proponent USACE subordinate elements to identify potential economic, environmental and engineering problems for conformity with established or evolving policies.



3. Interprets established policy for HQUSACE subordinate elements, WLRC, and BERH staff.
4. Prepares Digest of Water Resources Policies and Authorities and individual ECs and ERs providing guidance on application of new or changes in policies as they emerge.
5. Monitors application of policies on project modification proposals (e.g., deficiencies and dam safety and requests for Sec 104 and Sec 215 credit).

LEGISLATIVE INITIATIVES BRANCH  
Functions

1. Manages CW actions relating to authorizing legislation.
2. Prepares proposed legislation for submission to Congress by ASA(CW). Prepares draft legislation in response to requests from members of Congress.
3. Manages the preparation of information for ASA(CW) and Congressional Committees for water resource authorization acts.
4. Serves as the principal CW point of contact for coordination with Congressional authorizing committees on policy matters.
5. Develops CW position on and assists the Office of Chief Counsel in the preparation of reports on legislation.
6. Coordinates and manages preparation for ASA(CW)/HQUSACE participation in congressional hearings before authorization committees.

OFFICE OF THE U.S. SECTION, PIANC  
Mission

To manage and operate the activities of the United States Section of the Permanent International Association of Navigation Congresses (PIANC).

Functions

1. Serves as the principal HQUSACE staff element in support of ASA(CW).
2. Writes, edits, and publishes a quarterly U.S. Section, PIANC Newsletter for distribution to all U.S. Section members throughout the United States.
3. Coordinates the activities of approximately 40 Working Groups with U.S. Section representation conducting inland and maritime navigation research throughout the world.
4. Maintains communication with the Headquarters of PIANC International in Brussels, Belgium. Participates in international Council meetings and

represents the United States at the General Assembly of the Permanent International Commission and other committees as appropriate.

5. Maintains communication with the 10 U.S. Section Commissioners, holding periodic meetings as needed.
6. Serves as a clearing house for technical publications of PIANC for the general membership and public.
7. Serves as the principal HQUSACE staff support element in policy matters relating to the Inland Waterway Fuel Tax and Trust Fund and the Harbor Maintenance Fee and Trust Fund.
8. Serves as the principal HQUSACE staff element in support of the ASA(CW) with U.S. Customs Service (U.S. Treasury).

#### OFFICE OF ENVIRONMENTAL POLICY Mission

To formulate, and monitor compliance with, overall environmental policy and guidance for the Civil Works Program.

#### Functions

1. Prepares NEPA and planning regulations and guidance.
2. Provides consultation and advice to HQUSACE and its subordinate elements, ASA(CW), COE and D/CW on complex environmental policy issues and initiatives.
3. Represents D/CW and other Civil Works elements in liaison with CEQ, EPA, Departments of Interior, Agriculture, and Commerce and Advisory Council on Historic Preservation on environmental matters. Serves as environmental POC for Civil Works and as the Corps Historic Preservation Officer.
4. Serves as lead on ocean dredged material disposal and develops long-term disposal management strategies for dredged material.
5. Serves as directorate POC on wetlands issues, other than regulatory. Provides technical support and monitors activities on NEPA, cultural resources, fish and wildlife, endangered species, recreation, wetlands, environmental aspects of dredged material disposal, contaminated sediment management, hazardous and toxic materials management and geographic information systems.

#### PLANNING MANAGEMENT BRANCHES (3)

Eastern - New England, North Atlantic, South Atlantic and Ohio River Divisions  
Central - North Central, Lower Mississippi Valley, and Southwestern Divisions  
Western - Missouri River, North Pacific, South Pacific and Pacific Ocean Divisions

### Functions

(Each branch manages, executes, monitors and reviews CW planning related to General Investigation activities, and Continuing Authorities Program activities.)

1. Provides USACE subordinate elements with guidance and assistance on planning policies, procedures, and regulations during the conduct of studies.
2. Manages Washington-level review of reconnaissance reports, feasibility reports, processing final COE reports, and the processing of post authorization change reports.
3. Manages and coordinates preparation of the budget and appropriation requests for general investigations planning studies and continuing authority studies.
4. Prepares draft testimony and supporting materials concerning studies for use at Congressional authorization and appropriations hearings, and participates in authorization testimony.
5. Reviews water supply contracts submitted by subordinate elements and transmits with recommendations to the D/CW or ASA(CW) for execution.
6. Performs division level responsibility for NED and POD.

### ENGINEERING DIVISION Mission

To provide staff support for technical engineering activities relating to the Corps Civil Works program and support to the Military program in the Geotechnical, Surveying, Structures and Computer Applications areas.

### OFFICE OF THE CHIEF Functions

1. Provides HQUSACE staff responsibility for direction and management of all technical engineering associated with planning, design, construction and operation of Civil Works projects.
2. Formulates broad basic guidance, implementing policies, procedures, and programs, consistent with ASA(CW) policy, to ensure overall efficiency and technical adequacy of guidance and assistance for the engineering and design activities of civil works projects.
3. Promulgates technical engineering criteria, guidance and instructions. Approves principal engineering features of Civil Works projects and programs as required. Provides technical consulting services to subordinate elements.

4. Participates in the formulation of the Corps research and development program, and monitors ongoing R&D program in area of responsibility.
5. Provides technical control over engineering testing techniques, procedures and standards utilized by Corps laboratories conducting test.
6. Develops special management studies related to manpower utilization, manpower allocation, workload type and distribution and program execution for engineering function.
7. Coordinates Civil Works program during PED, E&D, and E&D during construction within HQUSACE.

#### HYDROLOGY AND HYDROLOGY BRANCH Functions

1. Formulates and issues policy guidance and criteria for the application of hydraulic, hydrologic, and coastal engineering and water control management in the planning, design, construction and operation, of civil works and other assigned federal programs. Provides technical overview as well as program and budget priorities for the Hydrologic Engineering Center.
2. Provides hydraulic engineering and water/quality management consulting services to OCE, BERH, subordinate elements, other agencies and foreign governments.
3. Monitors and provides technical supervision over flood control, navigation, and coastal hydraulic research and development at Corps laboratories.
4. Provides staff supervision of the Committee on Tidal Hydraulics and the Committee on Channel Stabilization, the Coastal Field Data Collection Program and the Monitoring of Completed Coastal Projects Program.
5. Supervises water quality sampling and testing techniques, procedures, and standards utilized by laboratories and subordinate elements in relation to water control management.
6. Provides staff supervision of the Committee on Water Quality, the national cooperatives hydrologic programs involving other agencies, and of reservoir regulation for flood control and navigation purposes of projects constructed by Corps and others with federal funds.

#### GENERAL ENGINEERING BRANCH Functions

1. Conducts Engineering Division project engineering for all Civil Works (CW) Activities. Coordinates CW program during PED, E&D and E&D during construction which includes HQUSACE review of planning reports design memorandum, inspections reports, and related correspondence.

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2. Provides subprogram management for budget formulation for CW projects in PED and E&D during construction.
3. Provides overall direction and issue resolution of CW subordinate elements engineering program efforts and review of engineering reports on individual projects. Provides technical and advisory support on engineering matters.
4. Develops guidance to subordinate elements, including Engineer Regulations in the 1110 series, and reviews legislation impacting programs for areas that require incorporation of new requirements into guidance.
5. Conducts studies/analysis to identify program trends, accomplishments, and potential programs. Evaluates effectiveness of the engineering and design program (PED and E&D during construction) and "cost of doing business".
6. Conducts special studies relating to the execution of water resource (CW) projects that are not directly related to individual projects.
7. Provides technical criteria and consultation for surveying and mapping activities to subordinate elements and HQUSACE staff and serves as proponent for CADD Surveying and Mapping Task Group.
8. Conducts civil works criteria update program.
9. Reviews and analyzes OMB Guidance on A-76 activities, coordinates HQUSACE policy and provides guidance to subordinate elements regarding CW and MP engineering functions.

ELECTRICAL AND MECHANICAL BRANCH  
Functions

1. Establishes policy, criteria and guidance for planning, design, procurement, testing, and installation of mechanical and electrical equipment, and systems, for hydroelectric power plants, navigation locks and dams, flood control dams, pumping plants, and other Civil Works projects.
2. Reviews designs, studies, reports, memoranda, and plans and specifications prepared by subordinate elements for compliance with established criteria and good engineering practice.
3. Provides consulting, engineering, technical review, and mechanical and electrical support services to HQUSACE and its subordinate elements, and other Federal agencies and foreign Governments.
4. Develops and maintains guide specifications for major items of mechanical and electrical equipment and approves mechanical and electrical features of Civil Works projects.
5. Develops engineering technical letters and regulations as pertains to electrical and mechanical equipment used at Civil Works projects.

6. Manages the Civil Works mechanical and electrical R&D and REMR Programs.

#### GEOTECHNICAL AND MATERIALS BRANCH Functions

1. Develops and establishes technical standards and criteria in Geotechnical Engineering, Engineering Geology, and Materials Engineering for application to the planning, design, construction, operation, and/or rehabilitation of the Corps Civil Works projects.
2. Reviews geotechnical engineering, engineering geology, and concrete technology aspects of civil works projects to ensure compliance with established policy and criteria.
3. Monitors and provides technical supervision of geotechnical engineering, engineering geology, and concrete technology research and development at Corps laboratories. Serves as agency proponent for training associated with these engineering disciplines.
4. Provides consultative service to the Chief of Engineers, HQUSACE and its subordinate elements, and other agencies in geotechnical engineering, engineering geology, and concrete technology.
5. Provides technical support in geotechnical engineering and engineering geology to the Corps Hazardous and Toxic Waste Program.
6. Provides technical guidance criteria and coordination for division materials testing laboratories, including the supervision of cement and pozzolan testing services for federal agencies.
7. Provides HQUSACE centralized management of activities related to the Corps Dam Safety Program.

#### STRUCTURES BRANCH Functions

1. Directs, manages and issues all structural engineering policy guidance, criteria, research, training and computer aided design applications (including seismic design, concrete engineering welding engineering, substructure design, structural reliability and rehabilitation) for the life cycle of civil works and other assigned programs.
2. Manages HQUSACE execution of assigned programs (including for CW Guidance Updating; Repair, Evaluation, Maintenance and Rehabilitation; National Bridge Inspection; Non-Federal National Dam Inventory, and SPECSINTACT Conversion Programs) for Engineering Division.
3. Reviews and approves the structural features of Civil Works projects and other assigned programs as required.

4. Provides expert advice and consultation to the Chief of Engineers, HQUSACE staff and its subordinate elements in all aspects of structural engineering for the Civil Works and other assigned programs.
5. Provides interdisciplinary leadership and coordination of Engineering Division actions related to funding, monitoring and supporting the development and use of computer aided engineering applications.

PROJECT MANAGEMENT DIVISION  
Mission

To direct the activities of the USACE Civil Works Life Cycle Project Management (LCPM) system to include the development and approval of Local Cooperation Agreements (LCAs) and all aspects of CW cost engineering.

OFFICE OF THE CHIEF  
Functions

1. Monitors the formulation and implementation of projects from initiation of feasibility through construction and initial operation.
2. Oversees and manages all project schedules to the ASA(CW) and OMB for inclusion in the budget and LCAs.
3. Develops policy guidance for the CW new starts program.
4. Manages the career development and training of USACE project managers and cost engineers.

PROJECT MANAGEMENT SCHEDULE AND ANALYSIS BRANCH  
Functions

1. Monitors and executes USACE's LCPM system.
2. Serves as principal staff liaison with the ASA(CW) on project execution issues. Conducts meetings of the headquarters Project Review Committee.
3. Provides project specific analysis and feedback to HQUSACE Project Review Board. Prepares HQs feedback on the PRB to major subordinate commands, the Chief of Engineers and ASA(CW).
4. Conducts periodic field reviews of subordinate element execution of life cycle project management.
5. Provides guidance on PM Plans developed in the feasibility study.
7. Facilitates the resolution of issues identified in the evaluation and analysis of projects, and the HQ PRB.

LCPM POLICY AND DEVELOPMENT BRANCH  
Functions

1. Serves as proponents for annual life cycle project management training courses, seminars and conferences.
2. Conducts reviews of functional regulations and guidance for proper roles, responsibilities, and interfaces with the LCPM system.
3. Prepares guidance for career development of life cycle project managers within USACE.

COST ENGINEERING BRANCH  
Functions

1. Reviews and coordinates all projects costs estimates prior to submission to DCW, ASA(CW), OMB or Congress.
2. Develops USACE cost engineering criteria and procedures on cost data, cost analysis, cost estimating, cost control, range estimating, risk analysis, and cost forecasting.
3. Manages the establishment and maintenance of a CW construction cost data base and develops and maintains CW cost indices.
4. Develops and maintains USACE code of accounts formats, and work items.
5. Serves as proponent for training and development of cost engineering within USACE.

NEW STARTS MANAGEMENT AND EXECUTION BRANCH  
Functions

1. Develops policies and procedures for determining, presenting and analyzing engineering, economic and financial data.
2. Revises non-federal financing plans and similar documents for technical adequacy, feasibility and consistency with cost sharing policies.
3. Serves as principal staff liaison with ASA(CW) in coordination and development of policy on new starts.
4. Reviews and recommends subordinate element new start construction candidates.
5. Serves as HQ proponent for the CW Financial Analysis of Water Resources Projects course.
6. Conducts periodic reviews of subordinate element LCA management execution performance.



OPERATIONS, CONSTRUCTION AND READINESS DIVISION  
Mission

To formulate and issue policy and procedural guidance for Civil Works project operations and maintenance, CW construction projects and for USACE readiness matters for domestic and national security emergencies, including emergency water preparedness activities.

OFFICE OF THE CHIEF  
Functions

1. Exercises staff responsibility for administration of CW operating projects, including recreation and land and water resources.
2. Formulates broad basic guidance, implementing policies, procedures, and programs, consistent with ASA(CW) policy, to ensure overall efficiency and technical adequacy of guidance and assistance for the operation and maintenance of complex civil works projects throughout the nation and in overseas areas, civil works construction projects, the Department of Army Permit Program for work in waters of the US, and for emergency management associated with natural and national disasters and the mobilization readiness of the Corps of Engineers.
3. Serves as sub-program manager for development and review of budgets for O&M, Flood Control and Coastal Emergencies (FOCE), aquatic plants, recreation research, Plant Replacement and Improvement Program (PRIP), regulatory program and national emergency preparedness program activities.
4. Supervises the CW Compliance Inspection Program, O&M project master plan development, public use facilities, user fee collection program, water and air pollution control, and emergency readiness programs.
5. Formulates and issues policy and procedural guidance for work affecting waters of the United States.
6. Provides staff supervision of the Marine Design Center.
7. Chairs the USACE Marine Engineering Board.

REGULATORY BRANCH  
Functions

1. Implements Federal laws protecting navigable waterways and water quality.
2. Manages the Corps permit program to include policy development, program execution, and program review.
3. Issues regulations for danger zones, restricted areas, operation of Corps projects, and for the use, administration, and navigation in navigable waters.

4. Reviews proposed and new legislation to determine effect on Corps permit program.
5. Establishes and maintains agreements with Federal agencies on regulatory matters.
6. Reviews field budget submissions and prepares overall annual regulatory budget proposal and documentation.

EMERGENCY MANAGEMENT BRANCH  
Functions

1. Serves as primary technical advisor on USACE comprehensive emergency management program activities.
2. Manages and develops policy for the mobilization and continuity of operations programs.
3. Serves as overall mobilization resource coordinator for the COE.
4. Provides policy guidance and procedures to USACE subordinate elements for emergency flood control, hurricane and shore protection, and emergency water supply activities.
5. Provides guidance to subordinate elements on selection and acquisition of emergency facilities and equipment, including communications.
6. Operates and maintains the HQUSACE Emergency Operations Center.
7. Manages all matters pertaining to the OMB Inter-Agency Agreement for non-structural flood damage and reduction measures.
8. Manages the foreign disaster programs.
9. Develops and implements the Command Emergency Readiness Evaluation System.

OPERATIONS BRANCH  
Functions

1. Manages the operation and maintenance of all Civil works projects involving flood control and hydropower.
2. Manages the development and execution of the O&M, General program.
3. Manages the development and execution of the Plant Replacement and Improvement Program.
4. Manages the Civil Works energy conservation program.
5. Manages the Major Rehabilitation program.

6. Manages the project deficiency program.

CONSTRUCTION BRANCH  
Functions

1. Executes and monitors CW construction programs.
2. Develops broad construction policy and guidance for construction management, budgeting, funding and manpower.
3. Monitors and reviews construction phases of Life Cycle Project Management.
4. Monitors construction training program.
5. Maintains liaison with professional and trade associations.
6. Evaluates existing and proposed legislation that impacts CW construction.

NATURAL RESOURCES MANAGEMENT BRANCH  
Functions

1. Manages the development, management, operation and maintenance of recreation and land and water resources at CW projects.
2. Develops and issues policy for development and management of natural resources to maintain ecologic, forest, and fish and wildlife resources at CW projects.
3. Provides policy and staff supervision of recreational use of project areas, including preparation of federal regulations governing public uses of those areas.
4. Provides staffing guidelines for recreation and resources-related manpower at CW projects.
5. Determines availability of multi-purpose project lands before interchange, disposal, or issuance and execution of real estate permits, leases, and licenses for use by others.
6. Develops cost-sharing requirements and OCE guidance on NRM O&M budget functions.
7. Serves as technical monitor for the Aquatic Plant Control Program and Natural Resources R&D Program at CW projects.

DREDGING AND NAVIGATION BRANCH  
Functions

1. Develops and prescribes policies and practices for the performance of dredging by Corps owned equipment, contractors and military owned dredging assets.

2. Develops and prescribes policies and procedures on floating plants.
3. Analyzes Corps dredging requirements.
4. Develops and prescribes policies and procedures on the operation and maintenance of a varied assortment of navigation projects and for environmental considerations of maintenance dredging and disposal operations.
5. Serves as Technical Monitor in various R&D activities on the environmental effects of dredging activities.

PROGRAMS DIVISION  
Mission

To develop, defend and manage the execution of the Civil Works Program; to prepare the annual CW budget submission to OMB; to develop long term program trend estimates; to recommend project and program adjustments; to conduct analyses of selected aspects of the program; to ensure that projects are justified consistent with law and Administration policy and that engineering project cost and schedule estimates are reasonable; to develop and defend manpower requirements, to distribute manpower resources to subordinate elements, to develop program execution guidelines, to assess field performance and to serve as the principal contact for Appropriations Committees, OMB staff and ASA(CW) on all appropriation and budget issues.

OFFICE OF THE CHIEF  
Functions

1. Prepares and defends the annual CW budget. Establishes priorities among major programs and projects to maintain a balanced long term workload.
2. Manages several individual accounts and programs including Construction General, General Expenses, civil-funded manpower, A-76 studies of CW functions, project deauthorization and others.
3. Analyzes various aspects of the civil program to determine the potential for programmatic, organizational or structural efficiencies.
4. Provides training, development and career development for the Programs function personnel, Corps-wide.

EASTERN, CENTRAL, AND WESTERN PROGRAMS BRANCHES

(Each "geographic" branch develops, defends and manages the execution of the total CW program for its respective geographic area; establishes program and project priorities, prepares and defends the annual budget and ensures that the projects are executed in accordance with law, Congressional direction and Administration policy. In addition, each branch administers specifically assigned programs and activities, nationwide. Geographic responsibilities are:

Eastern: New England, North Atlantic, South Atlantic, Ohio River;  
Central: Lower Mississippi Valley, Southwestern, North Central  
Western: Missouri River, North Pacific, South Pacific, Pacific Ocean

1. Serves as program for the planning and design (Western), construction (Eastern) and operations and maintenance (Central) and various other, smaller, programs. Prepares annual guidance for program development by field offices. Develops, defends and manages execution of the program within limits imposed by higher authority. Prioritizes funds distribution and scheduling of all projects within the program.
2. Develops and interprets Administration and Congressional policy; develops priorities and criteria to be implemented by field offices in the development and execution of their programs and projects.
3. Advises and assists subordinate element program managers in the development and defense of their project recommendations and supporting data.
4. Evaluates subordinate element and HQ subprogram manager recommendations to establish priorities, policies and procedures. Defends final program.
5. Participates in preparation of Army program justification and supporting data and in presentation and defense of the program to ASA(CW) and OMB. Assists in preparation of testimony and program defense before Congressional Appropriations Committees. Reviews and corrects hearing transcripts.
6. Following enactment of Appropriations legislation, develops options and special instructions for execution of studies and projects listed in the bill or accompanying reports.
7. Evaluates program and project execution to ensure timely progress and conformance with accepted priorities, policies and practices. Evaluates and approves reprogramming recommendations. Obtains Congressional approval, if necessary.

PROGRAM DEVELOPMENT BRANCH  
Functions

1. Integrates information from the field and other headquarters offices to develop the Annual Budget Request and the long range CW program. Prepares alternative long-range funding and outlay projects, program policy and guidelines, new starts projects and hearing testimony.
2. Develops, coordinates and revises regulations, directives and guidelines on program and budget policy and procedures. Develops inflation factors used by all Corps activities for use in preparing current and long-range project and program cost estimates.
3. Prepares annual Budget memorandum containing Army's CW budget request to OMB.

4. Serves as program manager for specifically authorized construction new starts. Coordinates development of new start program; develops and maintains a long-range investment program for all new construction starts.
5. Prepares annual budget breakdown by State. Prepares ASA(CW) and COE testimony. Coordinates review of hearing transcripts and prepares responses to Committee questions. Prepares special reports and analyses concerning funding and outlays for specific activities, programs and appropriation accounts.
6. Analyzes and prepares summary reports on Appropriations and Authorization Acts and Committee reports and bills. Serves as the HQUSACE POC for Congressional travel by Appropriations Committees' members and staff.

SYSTEMS BRANCH  
Functions

1. Develops, maintains and operates the approximately six automated management information systems used to develop, defend and manage CW program and funding requests to OMB and Congress.
2. Performs systems analysis and design of automated management information and monitoring systems.
3. Develops and maintains all automated reports necessary for program management such as the Members List, Options List and others.
4. Serves as the Headquarters proponent for PRISM.
5. Provides automation support for Programs Division to include IM planning, LAN management, communications management, acquisition, training and security. Negotiates with contractors for ADP support and administers contract performance and payments.
6. Serves as Programs, and sometimes CW, coordinator on all information management issues such as CEAP architecture, data architecture and information systems architecture.

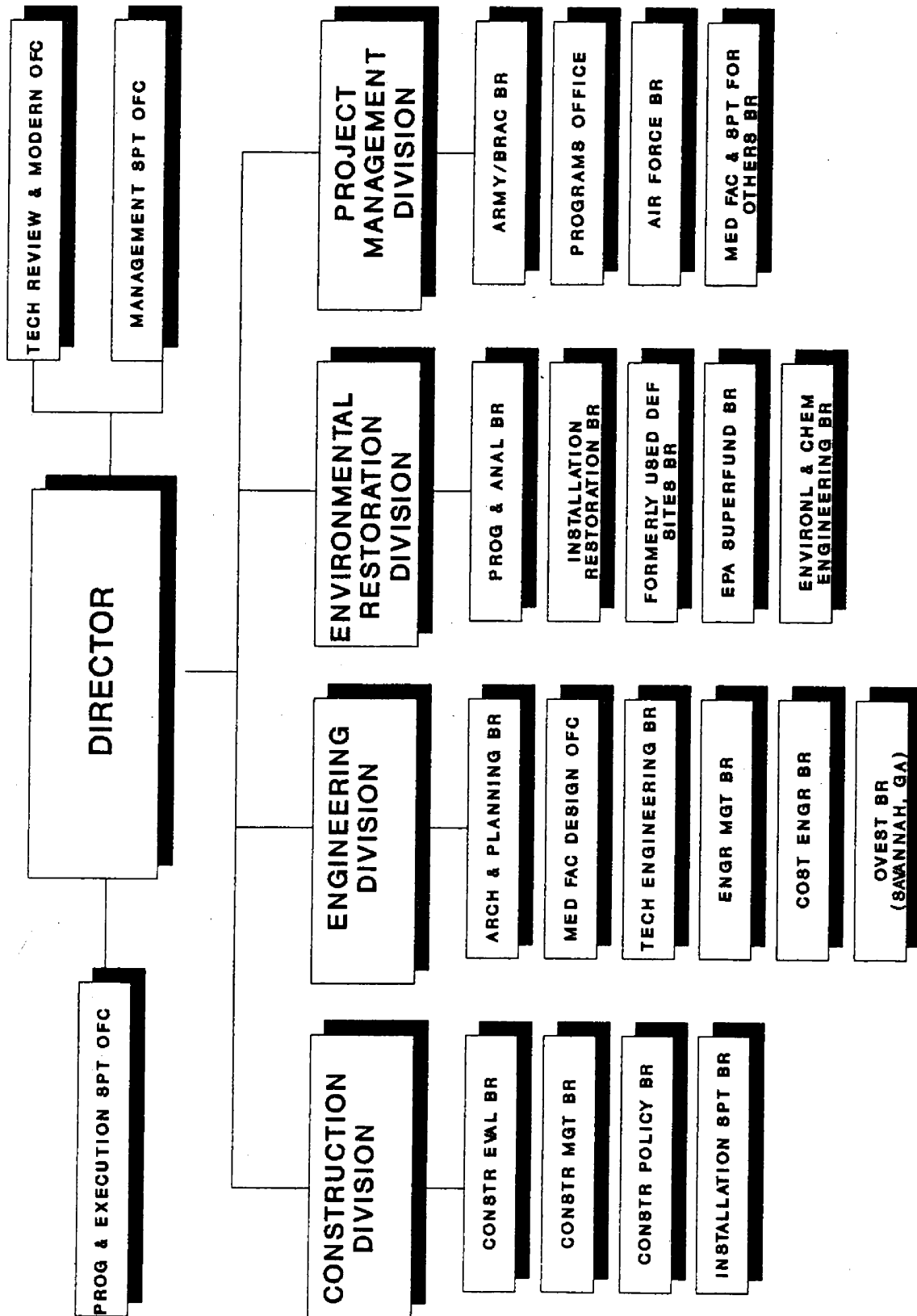
ANALYSIS BRANCH  
Functions

1. Based on current workload and future trends, develops CW manpower requirements; defends requests to OMB; allocates available manpower to field offices; analyzes utilization for potential efficiencies.
2. Manages several programs to include the General Expenses, Plant Replacement and Improvement Program, Revolving Fund, Inland Waterways Trust Fund, Harbor Maintenance Trust Fund and others.
3. Prepares CW Command Management Review; integrates directorate input; evaluates program performance.

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4. Prepares and transmits CW Allowances to field offices.
5. Develops, manages and administers the Program Development and Execution Course, the Programs portion of the Commanders' Course and others.
6. Develops policies for and manages the execution of the Project Deauthorization Program.
7. Conducts program analysis and evaluation of various aspects of the CW program. Conducts approximately 2-3 major and 4-6 minor studies annually.
8. Prepares legislative analysis of CW Appropriation legislation; provides Congressional notification of major reprogrammings; consolidates and submits annual budget justification materials. Maintains approximately four information systems in support of programming activities.
9. Manages the CW A-76 study program.

# DIRECTORATE OF MILITARY PROGRAMS





## DIRECTORATE OF MILITARY PROGRAMS

### Mission

To supervise the design, engineering, and construction missions of USACE worldwide.

### OFFICE OF THE DIRECTOR Functions

1. Advises the Commander, USACE, on all aspects of military execution programs.
2. Provides technical direction and review related to engineering and construction activities, including research and development.
3. Manages the Life Cycle Project Management (LCPM) for the planning, design and construction of MILCON and Support for Others projects assigned to USACE.
4. Manages USACE hazardous, toxic and radiological waste remediation programs.
5. Supervises staff actions and monitors actions by Division and District Commanders and Army field commands to assure implementation of broad policies and major decisions.
6. Provides staff supervision of Huntsville Division.

### TECHNOLOGY REVIEW AND MODERNIZATION OFFICE Mission

To provide review, analysis, and planning for selected high technology engineering and construction contingency activities involving national security and sensitive matters.

### Functions

1. Develops and coordinates planning actions and programs with OSD, Army General Staff, and major commands in conjunction with appropriate HQUSACE staff elements.
2. Provides primary staff assistance to the Director on mobilization and contingency planning, mobilization training/exercises and studies.

### ENGINEERING DIVISION Mission

To provide HQUSACE staff support for technical engineering activities, relating to military programs.

OFFICE OF THE CHIEF  
Functions

1. Establishes architectural and engineering criteria standards, guide specifications, and procedures and policy for design and cost control of Foreign Assistance, Military Construction and other assigned federal programs in peacetime and under mobilization conditions.
2. Responsible for military cost estimating policy and guidance.
3. Initiates and prepares or approves technical content of USACE sponsored engineering training programs.
4. Provides consulting services to USACE subordinate elements and other agencies.
5. Provides technical control over engineering and testing techniques, policies, procedures, and standards used by USACE Laboratories.
6. Provides technical support to the Office of the Chief of Engineers, and Commander, USACE, on the presentation and defense of the annual MILCON budget to OMB, OSD, and Congress.
7. Provides technical guidance for peacetime and mobilization real property master planning.
8. Provides engineering services to DOD and other federal agencies and foreign governments in the planning, costing, and design of military projects/programs.
9. Directs the USACE Design Improvement Program and coordinates DA participation in the DOD and Federal Design Improvement Programs.
10. Analyzes manpower utilization and allocation, workload type and distribution, and program execution for the engineering functions.
11. Supervises and manages the Value Engineer Program and OVEST study team.

ARCHITECTURAL AND PLANNING BRANCH  
Functions

1. Develops architectural, site planning, landscape architectural, and interior design criteria and standards for the design of fixed facilities for military programs.
2. Develops standard and definitive designs and design guides for repetitive facilities for peacetime and mobilization construction. Acts as the focal point for the DA Facilities Standardization Programs.
3. Develops planning and design criteria, and space allowances, in coordination with the Army Staff and OACE, for Army facilities, including Army aviation facilities.

4. Serves as Army liaison with the National Capital Planning Commission and Commission of Fine Arts for review of installation construction projects within the National Capital Region.
5. Provides technical guidance for peacetime and mobilization real property master planning and manages master planning PROSPECT training. Manages non-reimbursable master planning fund distribution and execution.
6. Analyzes new doctrine, materiel systems, and force structure to minimize facility impacts, update criteria, and provide facility data to the MACOM.
7. Acts as the technical focal point for Army ranges and directs the efforts of the Mandatory Center for Expertise at the Huntsville Division.
8. Provides architectural, interior design and landscape architecture to support Civil Works.
9. Manages USACE participation in Design Awards programs including DOD and Presidential Design Awards.

COST ENGINEERING BRANCH  
Functions

1. Develops details of policy and guidance and prepares implementing directives relating to preparation of cost estimates for the Military Construction, Army (MCA) program.
2. Prepares data for the DOD Cost Review Guide and coordinates development of new cost engineering techniques to be used in the MCA Program. Serves on Federal Construction Council and Tri-service committees concerning cost engineering.
3. Develops and reviews application of policy, criteria, and technical standards and guidance in the areas of engineering economics, economic analysis (EA), and life cycle costing (LOC) to assure life-cycle cost effectiveness of military construction.
4. Develops and manages technical guidance for field application for change order cost estimates in compliance with current FAR, EFAR, and TM 5-800-2 requirements. Proponent for PROSPECT training on Modification Estimating Course.
5. Prepares annual budget estimate for MCA program and assists in its defense before OSD and Congressional committees.
6. Provides technical support to the Chief counsel in reviewing government estimates to respond to bid protests.

MEDICAL FACILITIES DESIGN OFFICE  
Functions

1. Establishes USACE medical design policy and procedures.
2. Develops USACE medical design criteria and standards.
3. Provides staff supervision of the Army and Air Force medical facilities design programs and other related projects.
4. Manages the A-E selection process for medical facilities and provides chairman and board members.
5. Manages and conducts medical technical design work and manages concept design; monitors final design and reviews contract documents for medical technical design features for compliance with approved concepts and criteria.

ENGINEERING MANAGEMENT BRANCH  
Functions

1. Serves as Design Criteria Program Manager for preparation of engineering technical doctrine.
2. Plans and manages overall coordination of HND support effort for development and maintenance of military guide specifications, technical manuals, and engineering circulars, pamphlets, regulations, et al.
3. Serves on the Federal Construction Council standing committees and Tri-service committees concerning design specifications. Coordinates Inter-agency review of technical manuals, guide specifications, et al.
4. Coordinates technical reviews of MCA, NAF and special programs in support of Army requests for fiscal year authorizations and appropriations. Represents Engineering Division at Congressional Review Boards, CRRC meetings, and Line Item Reviews for program execution. Manages USACE Division Office DD Form 1391 review process.
5. Provides staff support and serves as technical proponent for USACE-wide computer applications for Military and Civil Works engineering design. Serves as USACE representative on inter-agency technical committees which are engaged in developing automated design and advanced computational procedures.
6. Reviews and analyzes the impact of the Federal Acquisition Regulation (FAR), as well as supplemental regulations (DFARS, AFARS, and EFARS), and procedures for A-E contracting by USACE subordinate elements.
7. Recommends approval of A-E (Title I) selection slates and use of inspection and supervision (Title II) services on projects requiring HQUSACE action.

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8. Acts as the proponent for development of USACE's A-E Responsibility (Liability) Management Program.
9. Serves as Engineering Division's Program Manager for the military R&D Program and the Technology Transfer Test Bed Program.
10. Analyzes USACE-wide engineering workload and manpower trends. Provides engineering function reviews and input to CERAMMS and FORCON manpower models.

#### TECHNICAL ENGINEERING BRANCH Functions

1. Establishes policy, criteria and guidance for planning, design and construction for mechanical, electrical and electronics, fire protection and life safety, geotechnical, civil, structural, and sanitary engineering fields for the military construction program for the Army and Air Force.
2. Reviews standard designs, studies, reports, and 1391's for compliance with established criteria.
3. Provides consulting, engineering, and technical review and support services to HQUSACE and its subordinate elements, other DOD and Federal agencies and foreign governments.
4. Provides overall management policy and establishes the guidelines necessary for operating the following USACE design centers of expertise: Intrusion Detection Systems, Protective Design Center including Physical Security, and hardened structures, transportation systems, Energy Analysis and Energy Performance Standards, HVAC Control, Underground Heat Distribution Systems, and Energy Engineering Analysis Program, fire protection of aviation hangars, vehicle wash racks, energy management and control systems, renewable energy sources, and expansive soils.
5. Provides technical support to the Directorate of Civil Works in fire protection and safety.
6. Provides technical monitorship of RDT&E and training needs in assigned areas.
7. Serves as the Division Program Manager for the military R&D program and the Technical Transfer Test Bed program.

#### OVEST BRANCH (Savannah, GA) Functions

1. Supports USACE subordinate elements worldwide in meeting value engineer initiatives and command goals.
2. Provides staff support to conduct value engineering studies on large complex military and civil works projects worldwide.

CONSTRUCTION DIVISION  
Mission

To establish and direct construction management activities for military programs, and related services for other federal construction programs assigned to USACE worldwide.

OFFICE OF THE CHIEF  
Functions

1. Establishes policies to guide field office execution of the military and civil works construction management process.
2. Establishes reporting requirements for design and construction and monitors military construction progress to assure that schedules are maintained (coordinates requirements with Chiefs of Engineering and Project Management Division).
3. Responsible for execution of the worldwide construction quality assurance program.
4. Manages military program resource requirements worldwide to include manpower allocation and supervision and administration (S&A) account.
5. Conducts engineering and construction management studies of USACE field offices to support resource allocations and organizational improvement.
6. Establishes and maintains training programs for construction contract management and other construction related fields.
7. Manages the USACE Installation Support program worldwide to include policy, procedure, coordination, monitoring customer-funded programs and USACE subordinate elements execution, as well as third party contracting policy, training, doctrine and conferences.

CONSTRUCTION EVALUATION BRANCH  
Functions

1. Performs annual on-site analysis and evaluation of USACE subordinate element construction management organization and procedures and reports on techniques employed in the construction program. Provides professional services and technical construction support through expert advice and decisions on construction contract administration and quality assurance.
2. Evaluates compliance with and efficacy of published policies and authorized standards, adequacy and effectiveness of USACE supervision and administration, and provides on-the-spot recommendations, training and assistance.
3. Reviews construction aspects of design memoranda. Provides feedback from evaluation and inspection findings directly to the criteria and guide

specification writers, or subordinate element construction managers, as appropriate.

4. Identifies research and development projects needed to develop new techniques for construction. Provides technical monitorship for USACE of assigned laboratory R&D efforts on construction and provides guidance and coordination of technology transfer to the field. Chairs Corps of Engineers national quality assurance team which promotes technology transfer to subordinate elements.
5. Develops technical construction policies and procedures necessary to manage the USACE worldwide construction program. Provides proponentry for USACE Quality Assurance training activities.
6. Maintains Construction Evaluation Retrieval System (CERS) and lessons data base and provides feedback to FOAs through Design-Construction Analysis Feedback and Code Forum bulletins.
7. Formulates policy and provides staff supervision for the USACE design and construction evaluation function.

#### CONSTRUCTION MANAGEMENT BRANCH Functions

1. Investigates and coordinates division replies to Congressional, public, and private correspondence, EIG, GAO and AAA reports, and Congressional committee inquiries not specific to a single branch or that cover multiple branches in Construction Division.
2. Reviews and recommends approval action of Inspection and Supervision (Title II) services not within the approval authority of USACE subordinate elements.
3. Serves as proponent for development and/or instruction of the CERAMMs, AMPRS Basic and AMPRS for Managers PROSPECT courses.
4. Monitors USACE subordinate element construction contract execution and participates in quarterly line item reviews, meetings on military and SFO (environmental (DERA) and superfund, etc.) contract programs. Develops Division policy for the preparation of the annual report to Congress and prepares the quarterly Command Management Review.
5. Establishes and monitors supervision and administration (S&A) limits, supervision and inspection (S&I) and Planning and Design (P&D) guidelines. Assists project management division in analysis of P&D cost of doing business performance.
6. Conducts management studies to support resource allocations and organizational improvements for USACE subordinate elements.

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7. Develops manpower program requirements and recommends manpower distribution in support of the military construction mission as well as USACE Installation Support.
8. Serves as Data Base Administrator (DBA) for the Automated Management and Progress Reporting System (AMPRS), for both Directorates of MP and CW, as well as DBA for Directive System (DIRNET) for the Director of Military Programs.
9. Provides program management and policy guidance for construction contract administration in support of EPA Grants Program and Superfund mission.
10. Serves as the policy administrator for the Construction Contract Appraisal Support System (CCASS).

#### CONSTRUCTION POLICY BRANCH Functions

1. Provides general policy and staff management guidance for execution of the military, civil works and support for others construction programs.
2. Provides cost reimbursement contract management expertise.
3. Reviews and analyzes DOD and Federal Acquisition Regulations (FAR), Army supplements to FAR (DFARS and AFARS), Engineer Federal Acquisition Regulations (EFARS) and other applicable regulatory procedures to recommend revision and assure proper application.
4. Coordinates with NAVFAC and OSD on issues which impact the mission of DOD's design and construction agents. Evaluates NAVFAC's approach to accomplishment of their mission which differ from USACE, and determines their applicability.
5. Evaluates existing and proposed legislation which impact USACE's ability to perform its mission. Coordinates with USACE and DOD elements the evaluated assessment of impacts and seeks appropriate revisions.
6. Serves as Division liaison with professional and trade associations.
7. Assumes Division lead in reviewing, analyzing and resolving project-specific construction contract management issues elevated to HQUSACE for action and provides expert service to subordinate elements to address claims issues.
8. Provides policy and technical guidance for the implementation of training programs in construction contract administration and project management, and other construction management issues.

#### INSTALLATION SUPPORT BRANCH Functions

1. Develops, implements and monitors compliance with policies dealing with HQUSACE support of DEH/BCE customer funded programs. Coordinates HQUSACE



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action with EHSC to assure that engineer family activities in support of Army installations and MACOM commanders are compatible.

2. Reviews subordinate element support of O&M funded projects to assure cost effective, professional level contract management services are provided.
3. Monitors subordinate element execution of annual Army and Air Force O&M Program.
4. Provides central HQ point of contract and source of expertise in the acquisition of facilities through third party financing.
5. Establishes policies and manages programs to assure subordinate element successful involvement in third party support. Also acts as HQUSACE military programs point of contact in support of Civil Works "support to others" marketing initiatives.
6. Provides proponentcy for USACE training in DEH/BCE support issues. Works to develop program designed to reduce cost of business and increase responsiveness to DEH/BCE requirements.
7. Provides HQUSACE support to annual worldwide RPMA conference as well as regional engineer family conferences sponsored by subordinate elements.

#### PROJECT MANAGEMENT DIVISION

##### Mission

To manage the execution of construction (MILCON) programs as well as related services for other federal construction programs assigned to USACE worldwide, responsible for Life Cycle Project Management (LCPM) for the design and construction of MILCON and Support for Others projects assigned to USACE.

#### OFFICE OF THE CHIEF

##### Functions

1. Establishes management policies to guide USACE subordinate elements execution of assigned design and construction programs.
2. Provides project/program management direction and funding to USACE subordinate elements.
3. Provides professional consultant services on military design and construction execution management problems.
4. Serves as the single point of contact within USACE for Foreign Military Sales (FMS) and Foreign Military Construction Sales (FMCS) policy and activities.
5. Serves as the Program Manager for all USACE subordinate elements in support of Base Realignment and Closure (BRAC).

6. Serves as the proponent for Military Programs related project/program management training.

PROGRAMS OFFICE  
Functions

1. Develops uniform management principles and staff management guidance for all programs managed by the Project Management Division regarding design, scope, and PA, interfacing with USACE customers, issuance of design codes, award procedures, Engineering/Construction interface, change order management, CWE calculation, and CWE reporting structure.
2. Manages HQUSACE Project Review Board (PRB) coordination to include assignment of responsibilities and compilation of PRB reports, tasking of PRB requirements, and recording of PRB actions. Provides feedback to subordinate elements on PRB actions. Develops Project Management Plan (PMP) policies, and develops and implements LCPM evaluation criteria.
3. Manages Project Management Division LCPM training instruction to include coordination of the MILCON Process course and the LCPM course.
4. Analyzes and evaluates MSCs performance through review of PRB reports CMR presentations. Identifies trends, establishes and monitors performance indicators, analyzes impacts and develops predictive models to improve performance.
5. Develops initiatives for improved project management systems and techniques. Pursues tangential opportunities such as work for others, special research, analysis, one-time studies, and pre-project development activities (e.g., LAB 21 or Army 2000). Investigates services type management techniques (i.e., Super Collider), advisory opportunities, etc. Recommends AFT or FTE spaces for above. Conducts special studies and analyses of AMR/DMR proposals.

ARMY AND BASE REALIGNMENT AND CLOSURE BRANCH  
Functions

1. Provides staff supervision and management of the worldwide Military Construction, Army (MCA), Unspecified Minor MCA, Army Family Housing and Host Nation Support design and construction execution programs. Provides military program management and cognizance of USACE activities in support of National Environmental Policy Act (NEPA).
2. Disseminates, implements, and assures compliance with policies and procedures to assure attainment of DA, OSD, and Congressional execution goals.
3. Authorizes project designs and release of design funds to support activities associated with the programs for which the Branch is responsible. Manages the MCA Planning and Design (P&D) fund account for all related activities.

4. Authorizes project construction awards and related funding to support activities associated with assigned programs.
5. Formulates, develops and disseminates family housing design criteria and standards. Provides technical assistance and guidance for establishing DOD design standards and developmental family housing projects.
6. Represents DA in Tri-service activities, various groups, and ad hoc committees pertaining to family housing matters.
7. Serves as HQUSACE Program Manager for all Army Base Realignment and Closure (BRAC) activities, to include the following: provides guidance, direction and funding for development, implementation and approval of the required National Environmental Protection Act activities; directs project design and construction; monitors site cleanup operations on sites to be disposed of by the Army; and ensures coordination with Real Estate disposal actions and CETHA for Environmental Restoration.

#### AIR FORCE BRANCH Functions

1. Provides staff supervision and management of the design and construction of the worldwide Air Force Military Construction (MCAF), including Air Force Reserve, Air National Guard, Air Force Minor Construction, Air Force Base Closure, and the OCONUS Air Force Family Housing Programs.
2. Disseminates, implements and assures compliance with USACE and Air Force policies and procedures.
3. Provides management assistance to the Air Force and subordinate elements in formulating strategies for program and project execution. Assists in developing construction management plans, selecting contracting methods, and instituting fiscal controls. Develops for subordinate element implementation, guidance and procedures for management of unusual or unique USAF projects.
4. Serves as the USACE technical expert on USAF MILCON program/ project management policies, programing, budgeting, and execution. Provides program information to other HQUSACE and subordinate elements for formulation of manpower, staffing, and other program administration requirements.
5. Monitors MCAF design programs and allocates funds for design. Responsible for management of the worldwide design funds accounts.
6. Authorizes MCAF project construction and funds for construction.

#### MEDICAL FACILITIES AND SUPPORT FOR OTHERS BRANCH Functions

1. Provides staff supervision and management of studies as well as design and construction for the following programs assigned to USACE for execution: Army

Reserve, Production Base Support (PBS), Military Construction Navy (MCN), DOD, Troop Support Agency (TSA), Community and Family Support Center (CSFC), Military Assistance, Foreign Governments Under Grant Aid, Fully Funded Foreign Government Programs, Reimbursable Work by Others, and other Federal Programs.

2. Provides staff supervision and management of the worldwide DOD Medical Construction Program, involving: policy dissemination and implementation; authorization of project designs and release of design funds for the Medical Program; and authorization of construction award and related funding to support activities associated with the Medical Program.
3. Provides management assistance in formulating international and interagency agreements for engineering and design of military and Support for Others Programs as well as project/program management services for all programs.
4. Serves as the USACE point of contact for Foreign Military Sales (FMS) and Foreign Military Construction Sales (FMCS) policy and activities.
5. Authorizes project designs and release of design funds to support activities associated with the programs for which the Branch is proponent.
6. Disseminates USACE project/program management guidance and provides staff supervision of construction programs for other federal and state agencies such as: Department of Energy, Department of State, and National Aviation and Space Administration.
7. Provides management assistance in formulating international and interagency agreements for engineering and design of military and Support for Others Programs as well as project/program management services for all programs.

#### ENVIRONMENTAL RESTORATION DIVISION Mission

To serve as program manager and proponent for all aspects of USACE hazardous, toxic and radiological waste remediation activities including the Defense Environmental Restoration Program (DERP), EPA Superfund, and other non-Army environmental support programs.

#### OFFICE OF THE CHIEF Functions

1. Establishes management policies, program management guidance, technical standards, and engineering criteria for all USACE hazardous, toxic and radiological waste remediation activities and ensures the effective execution of these programs.
2. Manages/coordinates technical review of relevant documents (feasibility reports, studies, policy letters, plans and specifications, etc.) connected with the accomplishment of the EPA Superfund and DERP FUDS and IRP programs.

3. Provides engineering and design consulting services to subordinate elements in environmental engineering, chemical and industrial hygiene matters related to environmental and hazardous waste engineering.
4. Identifies R&D needs and monitors on-going R&D efforts in the areas of environmental and hazardous waste engineering.
5. Monitors pending legislation and developing regulations.

PROGRAM AND ANALYSIS BRANCH  
Functions

1. Tracks the status of funds for the DERP, Superfund, Defense and State Memorandum of Agreement/Cooperative Agreement, and other environmental restoration programs.
2. Collects and analyzes fiscal and manpower resource data for all USACE elements having responsibility in the hazardous and toxic waste remediation effort.
3. Develops the HQUSACE budget for the DERP and Superfund program, gathering budget requests from subordinate elements and consolidation of the information for presentation to the appropriate agency for their action.
4. Coordinates the Management Support Funds (MSF) and associated accounts with the appropriate elements in HQUSACE and at HECSA.
5. Prepares monthly reports for EPA on obligations of MSF as required by the USACE/EPA Interagency Agreement (IAG).
6. Assists in the preparation of new IAGs to ensure proper accounting.

FORMERLY USED DEFENSE SITES (FUDS) BRANCH  
Functions

1. Serves as the program manager for execution activities performed by USACE subordinate elements in support of the Defense Environmental Restoration Program, Formerly Used Defense Sites (DERP FUDS).
2. Develops annual and projected (5-year) subordinate element project workplans and assigns projects to the appropriate subordinate element for execution.
3. In coordination with the Army Environmental Office, the Office of the Secretary of Defense and at the direction of the Department of Army, develops and monitors the program and management policies.
4. Monitors the schedules and performance of assignments given to USACE subordinate elements.

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5. Directs the distribution of funds to all subordinate elements for program execution.
6. Develops the annual and projected President's budget for the DERP FUDS program.
7. Reviews and advises on HTW technical guidance developed by others in USACE.

#### INSTALLATION RESTORATION BRANCH Functions

1. Serves as the program manager for execution activities performed by USACE subordinate elements in support of the Defense Environmental Restoration Program, Installation Restoration Program (DERP IRP).
2. Develops annual and projected (5-year) USACE subordinate element project workplans and assigns projects to the appropriate subordinate element for execution.
3. In coordination with the Army Environmental Office, the Office of the Secretary of Defense and at the direction of the Department of Army, develops and monitors the program and management policies.
4. Monitors the schedules and performance of assignments given to the subordinate elements.
5. Directs the distribution of funds to all subordinate elements for program execution.
6. Assists OACE in the development of the Army portion of the DOD budget for the DERP IRP program.
7. Serves as the program manager for USACE environmental restoration activities in support of the Base Realignment and Closure (BRAC) program.
8. Serves as staff proponent for the DOD Defense State Memorandum of Agreement (DCSMOA)/Cooperative Agreement (CA) Program.

#### SUPERFUND BRANCH Functions

1. Serves as program manager for all Superfund activities executed throughout USACE.
2. Interacts with EPA to secure management and support funds for Superfund projects, as well as FTE manpower spaces to support mission requirements.
3. Manages and allocates all Superfund project funds and management and support funds; directs funds distribution to executing major subordinate commands.

4. Recommends selection of USACE major subordinate commands for all pre-remediation Superfund requirements.
5. Serves as the HQUSACE POC for all EPA-HQUSACE Superfund matters and for all coordination with HQEPA and EPA regional offices.
6. In cooperation with the EPA, develops Superfund workplans for execution by USACE.
7. Develops USACE Superfund Program policy and guidance and monitors its implementation.
8. Monitors subordinate command performance of Superfund projects for both quality and timeliness of results.

ENVIRONMENTAL AND CHEMICAL ENGINEERING BRANCH  
Functions

1. Provides technical support for the Defense Environmental Restoration Program (DERP), the Superfund Program, the Military Criteria Update (MCUP) Program, the Research Development, Test, and Evaluation (RDT&E) Program, and the Asbestos Management Program.
2. Provides technical oversight and guidance, developing and maintaining engineering regulations, standards and criteria, and serving as technical experts and consultants to USACE subordinate elements, as well as non-USACE activities.
3. Provides technical expertise in the areas of hazardous, toxic, and radiological waste (HTRW) treatment, control and remediation at both Military and Civil Works projects.
4. Serves as a research and development (R&D) proponent for HTRW technology.
5. Serves as HQUSACE proponent for the HTRW Innovative Technology Advocate (ITA) program.
6. Monitors and reviews environmental laws and regulations to ensure USACE policies are consistent with current statutes and national policies.
7. Oversees policy and guidance for USACE HTRW training.

MANAGEMENT SUPPORT OFFICE  
Mission

To provide the Director of Military Programs and program managers with resource support and services necessary for mission requirements, information management, program analysis/evaluation, internal controls, development and analysis of management and organization policy and procedures.

### Functions

1. Provides for long range planning, formulation, justification and allocation of resources for both the MP and USACE major subordinate command operations over which MP provides staff supervision.
2. Provides guidance for the development of policy, plans, distribution of funds, reprogramming of resources, and solutions to problems involving the formulation, justification, and execution of MP budget activities.
3. Serves as MP point of contact for manpower and budget requirements for mission accomplishment.
4. Conducts and/or participates in studies and analyses to improve MP management programs, systems, procedures, resource allocation and organization.

### PROGRAMMING AND EXECUTION SUPPORT OFFICE Mission

To serve as the HQUSACE point of contact for the planning, programming, budgeting and monitoring of various Military Construction (MILCON) programs from project inception through Congressional action.

### PROGRAMMING BRANCH Functions

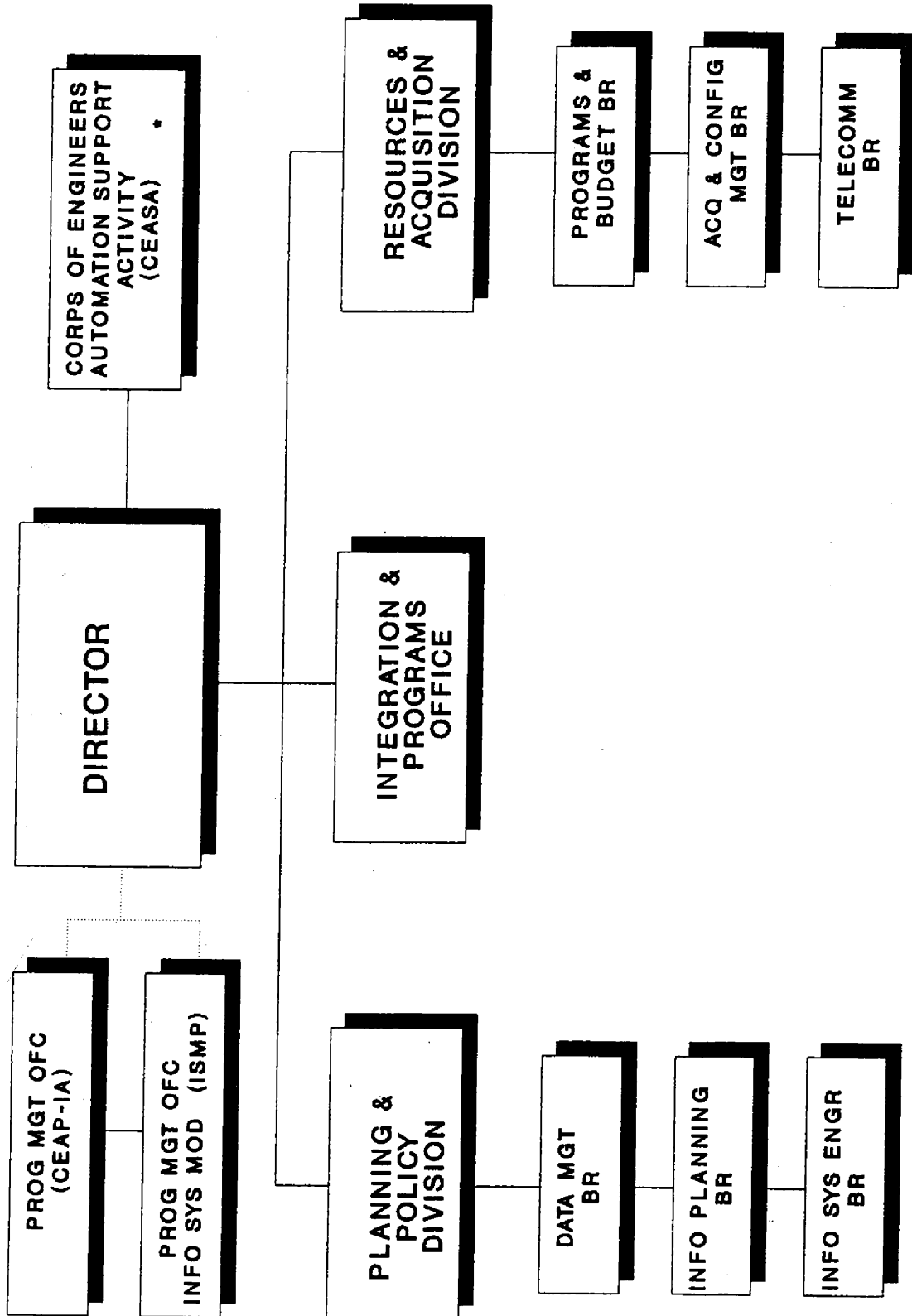
1. Publishes the Military Construction Congressional Budget Books (Military Construction Justification Books), including the NAF Construction Program and DOD Medical Construction Program.
2. Develops and manages automated data processing support for the DD 1391 Processor System.
3. Serves as the official reviewing agent in HQUSACE for economic analyses regarding MILCON activities.

### PLANNING BRANCH Functions

1. Develops and manages database for monitoring, programming and budgeting of MILCON projects.
2. Compiles and publishes the Army annual NAF Construction Project book for Congress.
3. Manages and serves as proponent for the Mobilization Programming System.
4. Manages and serves as proponent for the Multi-Year Planning System.



# DIRECTORATE OF INFORMATION MANAGEMENT



• FIELD OPERATING ACTIVITY

## DIRECTORATE OF INFORMATION MANAGEMENT

### Mission

To direct and manage the full information mission area (IMA) support functions (telecommunications, automation, visual information, printing and publications, library and records management disciplines and information resources management (IRM) programs) for USACE.

### OFFICE OF THE DIRECTOR Functions

1. Plans, develops, coordinates, and integrates information requirements and architecture.
2. Serves as the central point of contact for all information management (IM) support and IMA standards.
3. Advises the Commander, USACE and Commander, USAISC on all information management matters.
4. Manages the integration of ARSTAF requirements into the USACE IMA Modernization Plan.
5. Establishes long range planning goals and objectives.
6. Provides supervision and oversight in the coordination, execution, and maintenance of the IMA planning process.
7. Serves as functional proponent for USACE (to include civil-funded) IMA requirements.
8. Provides staff supervision of the USACE Automation Support Activity (CEASA).
9. Coordinates and monitors technical assessment-related activities at R&D laboratories.
10. Sponsors or chairs IRM boards and committees.
11. Serves as the USACE IRM Civilian Career Program Manager.

### INTEGRATION AND PROGRAMS OFFICE Mission

To manage the integration, program proponentcy, and oversight of the IMA disciplines of Automation, Telecommunications, Records Management, Visual Information, Printing and Publishing, and Library.

### Functions

1. Manages and coordinates the career programs within the IMA disciplines.
2. Serves as focal point for Corps-wide IMA training through proponents.
3. Conducts technology assessment across all IMA disciplines.
4. Serves as proponent for USACE Scientific and Technical Information Programs (STIP) and as liaison to federal and nonfederal library activities.
5. Conducts oversight for Field Information Management Users Groups (FIMUG).
6. Participates in the formulation of IMA Modernization Plan guidance, review of FOA IMA Modernization Plans, and in the development of information management strategic plan.
7. Serves as USACE proponent and manages Visual Information, Motion Media and Exhibit Programs.
8. Administers life-cycle management for Visual Information equipment and products via Visual Information system Program (VISIP) and the Defense Audiovisual Information System (DAVIS).
9. Provides command and control Communications-Electronics (C-E) staff support for the Emergency Management.
10. Administers the Corps Printing Management Programs. Provides oversight of field printing plants, duplicating facilities and printing procurement operations.

### PLANNING AND POLICY DIVISION Mission

To provide policy and staff supervision to all USACE and its subordinate elements on IMA planning, data management, and life cycle management of information systems.

### OFFICE OF THE CHIEF Functions

1. Develops and maintains the USACE Information Requirements Study (IRS) and Information Requirements Study Implementation (IRSI).
2. Provides Corps technical support for Standard Army Management Information Systems (STAMIS).
3. Administers the USACE automated IMA initiative tracking system.

4. Formulates functional application systems development procedures, systems documentation, and information systems priorities and slate.

#### INFORMATION PLANNING BRANCH

##### Functions

1. Coordinates, disseminates, and maintains all USACE IMA policy.
2. Develops, coordinates, and maintains the USACE Information Management Strategic Plan.
3. Develops and maintains USACE information architectures and configurations.
4. Develops, coordinates, disseminates the USACE IMA Modernization Plan and guidance.
5. Develops overall corporate management strategy and guidance for the Information Mission Area initiatives development, review, validation, and tracking system.
6. Coordinates and maintains the USACE Information Requirements Study (IRS) and the Information Requirements Study Implementation (IRSI).
7. Serves as USACE proponent for AR 25-series (Information Management).

#### INFORMATION SYSTEMS ENGINEERING BRANCH

##### Functions

1. Develops and maintains the STAMIS and Corps of Engineers Management Information Systems (COEMIS) interfaces with the Corps systems modernization program.
2. Develops, coordinates, and maintains the USACE Information Engineering methodology and procedures.
3. Develops, schedules and provides managerial oversight of the Structured requirements Analysis Planning (STRAP) projects.
4. Develops, schedules and provides managerial oversight of the Prototype Developments Concepts (PDC) projects.

#### DATA MANAGEMENT BRANCH

##### Functions

1. Develops, coordinates, and implements HQUSACE data policy and planning strategies.
2. Provides staff support for the development of the USACE logical data model and the Command Data Model.

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3. Coordinates the integration of Data architecture with the Application and Geographic architectures.
4. Manages the USACE Encyclopedia.
5. Develops Army Records Management Program standards and for the maintenance and disposition of USACE automated and manual records.
6. Manages the Printing and Publications Program for USACE.
7. Provides liaison with DA and review of DA Media under sponsorship of USACE.

RESOURCES AND ACQUISITION DIVISION  
Mission

To provide acquisition management for USACE information resources.

OFFICE OF THE CHIEF  
Functions

1. Serves as IM member of Resource Management Advisory Committee (RMAC).
2. Plans, directs, controls and manages the activities of the division.

PROGRAM AND BUDGET BRANCH  
Functions

1. Develops Corps-wide OMB civil budget and Information Technology systems Budget (ITSB).
2. Serves as program manager for Direct Customer Payment (DCP) funds for printing, mail and telecommunications.
3. Defends IM resources in the DA Information Management Panel.
4. Serves as program director for the resources transferred to the IM Army Management Structure (AMS) codes in the Operation and Maintenance, Army, Appropriation.
5. Serves as Financial Program Manager for the Corps of Engineers Automated Legal System (CEALS).
6. Develops accounting structure for IMA costs Corps-wide.
7. Executes CEAP-IA and ISMP budgets.
8. Develops Corps-wide IM portion of the Program Objective Memorandum (POM) budget.

ACQUISITION AND CONFIGURATION MANAGEMENT BRANCH  
Functions

1. Analyzes, evaluates, plans, defines specifications, prepares documentation, coordinates and submits IMA acquisition requirements for USACE and higher authority approval.
2. Arranges for acquisitions of USACE-wide IMA hardware, software, commercial services and telecommunications.
3. Plans, defines specifications, schedules, and acquires USACE-wide IMA hardware, commercial services, and associated telecommunications capabilities.
4. Manages the IMA Delegated Procurement Authority (DPA) process.
5. Provides Contract Officer Representative (COR) and Contracting Officer Technical Representative (COTR) for all IMA Corps-wide contracts.
6. Plans and establishes acquisition strategies based on studies of future technology trends, utilization tendencies, and USACE configuration management requirements.
7. Serves as USACE point of contact for coordination, implementation and management of the Army Automation Resource and Planning Management Information System (ARPMIS) and manages the USACE ADPE inventory.
8. Serves as IMA functional proponent for the Internal Control Program.

TELECOMMUNICATIONS BRANCH  
Functions

1. Identifies long range USACE telecommunications requirements, including voice, data, facsimile, and record message. Develops plans for optimal communications network configuration.
2. Coordinates the USACE IM functional areas of communications networking, configuration analysis, frequency management, natural disaster radio, DA CONUS radio system, satellite communications and integrated Voice/Data.
3. Provides for the acquisition and control of DCS long-haul leased telecommunications services.
4. Provides staff supervision for contract maintenance program, equipment installation, relocation, de-installation, and performance evaluation of telecommunications equipment.
5. Exercises staff supervision of the USACE communications program, systems, and facilities to include civil works radio networks.
6. Serves as functional proponent for US Army Civilian Career Program 25, Telecommunications.

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The Directorate of Information Management provides general technical and administrative resources and support to the following:

PROGRAM MANAGEMENT OFFICE  
CORPS OF ENGINEERS AUTOMATION PLAN OBJECTIVE IA (CEAP-IA)

Mission

To manage the CEAP-IA program through its life cycle in coordination with the Program Executive Officer for STAMIS, the functional proponent HQUSACE, GSA, and other DOD/governmental agencies or activities as appropriate.

Functions

1. Develops the technical requirements for CEAP-IA while planning, programming, budgeting, scheduling and tracking the resources and activities required to acquire, deploy and transition to the envisioned new environment.
2. Plans, coordinates, and monitors Corps-wide acceptance of, and migration to, the CEAP-IA environment, including training, site preparation, software conversion, parallel operations, and systems integration.
3. Serves on the Automation Configuration Management Board, the Information Resources Management Steering Committee's Executive Committee, and the source Selection Advisory Council.
4. Serves as the initial contracting officer's technical representative for the CEAP-IA contract.
5. Evaluates, negotiates, and recommends selection and deployment scenarios within the CEAP-IA environment.

PROGRAM MANAGEMENT OFFICE  
CORPS OF ENGINEER INFORMATION SYSTEMS MODERNIZATION PROGRAM (ISMP)

Mission

To improve the accuracy, completeness, availability, timeliness and usefulness of information systems at all Corps levels and across all functional boundaries within the Corps.

Functions

1. Develops an overall information systems modernization automation plan which includes program goals, objectives, project schedules and proposed budgets.
2. With systems proponents, develops plans for and oversees implementation of newly developed systems.
3. Ensures newly fielded systems are in compliance and compatible with Army and USACE IMA architectures and standards.

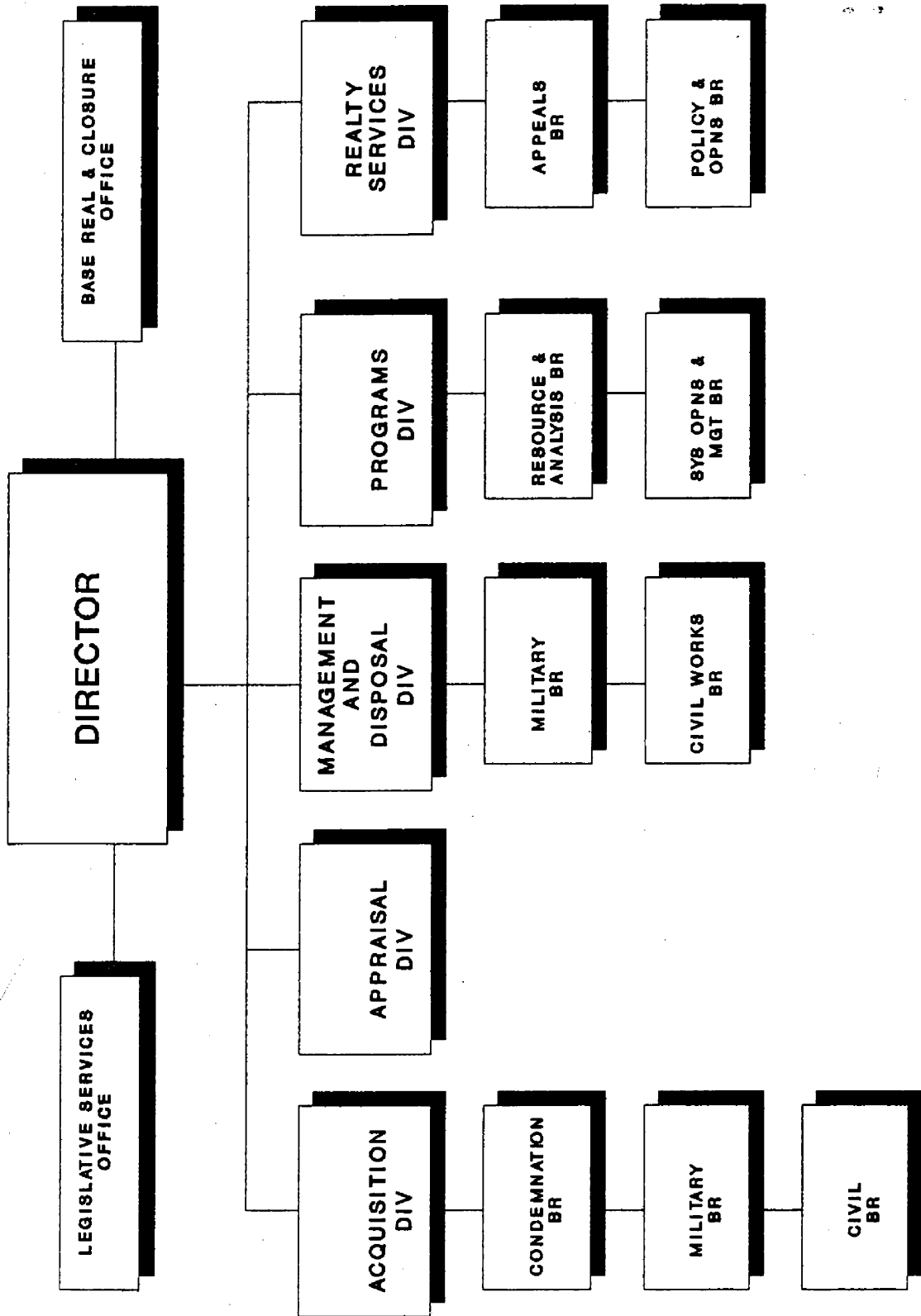
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4. Ensures integration of USACE information management policy and standards and use of Corps Information engineering Methodology in developing application, data and geographic architectures, discovering data needs and developing all new information systems under the ISMP umbrella.

5. Executes the Information Systems Modernization Program as approved by the Deputy Director, USACE and the Information Resources Management Steering Committee.



# DIRECTORATE OF REAL ESTATE



## DIRECTORATE OF REAL ESTATE

### Mission

To establish, manage, execute, and provide staff supervision of policies and procedures governing the acquisition, management, and disposal of real property under the control of the Department of the Army, the Department of the Air Force, and for other Federal agencies as requested.

### OFFICE OF THE DIRECTOR Functions

1. Serves as the principal advisor on real estate matters to the Secretary of the Army, the Chief of Staff of the Army, the Chief of Engineers, and to the Commander, USACE.
2. Develops plans, policies, and programs for real estate activities for the Army.
3. Serves as the DOD Executive Agent for the Recruiting Facilities Program and for the Homeowners Assistance Program.
4. Manages and executes real estate programs for DA, the Air force, and for other Federal agencies as requested.
5. Serves as the Program Manager for the USACE Real Estate Career Program.

### ADMINISTRATIVE OFFICE Functions

1. Serves as the focal point in the directorate for all actions in the areas of personnel management, operating budget administration, and management analysis of organization and procedures.
2. Provides general management services to directorate personnel.

### BASE REALIGNMENT AND CLOSURE OFFICE Mission

To plan and manage real estate activities for the command on the base realignment and closure program.

### Functions

1. Serves as the principal real estate technical advisor to the Chief of Engineers, and as the focal point in the directorate, for the base realignment and closure program.

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2. Plans and manages all real estate phases of the base realignment and closure program, to include acquisition, appraisal, management and disposal, reporting, and resources.
3. Maintains liaison with DA, DOD, OMB, GSA and Congress to identify and resolve real estate issues associated with the program.
4. Develops reuse plans, including disposal of land, in conjunction with DOD, other Federal agencies, state and local governments, and community task forces.

#### LEGISLATIVE SERVICES OFFICE

##### Mission

To serve as the principal legislative consultant and technical advisor to the Chief of Engineers and as the USACE point of contact for all real estate matters of Congressional interest.

##### Functions

1. Prepares all drafts of legislation.
2. Testifies as principal DA witness and/or arranges for witnesses before Congressional committees.
3. Develops DA/DOD position on pending legislation.
4. Represents the Secretary of the Army in submitting reports to Congressional Committees on Armed Services and Appropriations.

#### ACQUISITION DIVISION

##### Mission

To provide staff supervision of the acquisition of real property for the military and civil works activities of DA and the Air Force, and for other Federal agencies as requested.

#### OFFICE OF THE CHIEF

##### Functions

1. Establishes policies and procedures for the acquisition of real property.
2. Supervises the Executive Agent activities for the DOD Recruiting Facilities Program.
3. Provides staff supervision of the real estate acquisition activities of USACE subordinate elements.

MILITARY BRANCH  
Functions

1. Develops policies and procedures for the acquisition of real property for military customers, to include DA, the Army Reserve, the Air Force, and Defense agencies.
2. Provides real estate support to project management activities.
3. Acts as DOD Executive Agent for the Recruiting Facilities Program.
4. Supports overseas leasing programs.
5. Monitors FOA compliance with laws and regulations pertaining to real property acquisition matters.

CIVIL BRANCH  
Functions

1. Develops policies and procedures for the acquisition of real property for civil works projects, and for other Federal agencies as requested.
2. Provides real estate support to project management activities.
3. Reviews and approves real estate features of design memoranda; local cooperation projects, contracts, and supplementary agreements relating to relocations, modifications, or abandonment and vacation of highways, cemeteries, railroads, and utilities; counter offers; and plans for reestablishment of towns.
4. Performs legal research and prepares legal opinions related to land acquisition including review of final title assemblies for legal sufficiency.

CONDEMNATION BRANCH  
Functions

1. Develops policies and procedures pertaining to real estate condemnation matters.
2. Provides staff supervision over all condemnation matters for DA and the Air Force, and for other Federal agencies as requested.
3. Reviews condemnation cases for legal sufficiency and policy compliance prior to submittal to the Department of Justice.
4. Reviews and makes recommendations on settlement offers, court awards, and post trial motions, including appeals.

APPRAISAL DIVISION  
Mission

To serve as the principal real estate appraisal consultant and technical advisor for the Chief of Engineers and the DA, and as the directorate focal point for all matters pertaining to real and personal property appraisal and valuation issues.

Functions

1. Develops DA real estate appraisal policies and procedures.
2. Provides professional appraisal services and assistance required by DOD, DA, and the Air Force.
3. Has staff supervision of the appraisal activities of USACE subordinate elements.
4. Resolves real property valuation problems referred to HQUSACE.
5. Provides final review of appraisal reports prepared by subordinate elements under delegated authority.
6. Provides advisory services to the planning elements of HQUSACE on valuation procedures and the adequacy of real estate cost estimates.

MANAGEMENT AND DISPOSAL DIVISION  
Mission

To provide staff supervision of the management and disposal of the Federal land asset administered by DA for its military and civil works projects, for Air Force land holdings, and for the land of other Federal agencies as requested.

OFFICE OF THE CHIEF  
Functions

1. Establishes policies and procedures for the management of land holdings, including outgranting and outgrant administration; for mineral exploration and extraction; for the disposal of excess of real property; and for annexation and jurisdiction matters.
2. Supports the Army Secretariat in developing plans and policies for the management and disposal of land holdings.
3. Directs the DA public lands withdrawal review program.
4. Provides real estate assistance on litigated matters and claims involving real property.

5. Provides supervision and direction of the real estate management and disposal activities of USACE subordinate elements.

CIVIL WORKS BRANCH  
Functions

1. Develops policies and procedures for the management of civil works land holdings, including outgranting and outgrant administration; for mineral exploration and extraction; for the disposal of excess real property; and for annexation and jurisdiction matters.
2. Provides supervision and direction of the real estate management and disposal activities of USACE subordinate elements for civil works land holdings.
3. Provides real estate assistance on litigated matters and provides the final review of real estate claims before submittal to GAO or Army Claims Service.
4. Directs and monitors the DA public lands withdrawal review program for civil works lands holdings.
5. Provides real estate expertise on environmental matters and water rights.
6. Provides review, staff action, and recommendations to the D/RE and the Army Secretariat on those matters requiring action or execution at that level.

MILITARY BRANCH  
Functions

1. Develops policies and procedures for the management of Army and Air Force military land holdings, including outgranting and outgrant administration; for mineral exploration and extraction; for the disposal of excess real property; and for annexation and jurisdiction matters.
2. Provides supervision and direction of the real estate management and disposal activities of USACE FOAs for Army and Air Force military land holdings.
3. Provides real estate assistance on litigated matters and provides for final review of real estate claims before submittal to GAO or Army Claims Service.
4. Directs and monitors the DA public lands withdrawal review program for Army and Air Force land holdings.
5. Provides real estate expertise on environmental matters and water rights.
6. Provides review, staff action, and recommendations to the D/RE and the Army Secretariat on those programs requiring action or execution at that level.

PROGRAMS DIVISION  
Mission

To plan and allocate resources for the command on real estate programs, to establish and maintain real estate management information techniques and systems, to control audit and investigative reports and develop directorate responses and to serve as central point for data concerning Army real property programs, projects, and inventory, and as directorate publications coordinator.

OFFICE OF THE CHIEF  
Functions

1. Directs the planning, development, and allocation of manpower resources for Army and civil works real estate programs.
2. Directs the planning, programming, and execution of funding resources for Army real estate programs.
3. Directs the allocation of resources for real estate programs for the Air Force and for other serviced Federal agencies.
4. Directs the establishment and maintenance of real estate management information techniques and systems.
5. Directs and maintains analysis and review capability to facilitate management of resources and for the improvement of realty management objectives and operations.
6. Develops directorate responses to audit and investigative reports and matters requiring coordinated real estate views.
7. Manages the development and review of publications within the directorate.

RESOURCES AND ANALYSIS BRANCH  
Functions

1. Plans and allocates manpower resources for Army military and civil works real estate programs.
2. Plans, programs, and executes budgets for leasing programs for USACE-occupied space outside the National Capital Region, for DOD recruiting facilities, for the DOD Homeowners Assistance Program, and for the business operations costs of USACE real estate activities.
3. Administers funds for USACE real estate business operations costs associated with timber harvesting, agricultural and grazing leases, Air Force real estate programs, and for Air Force land acquisition.

4. Conducts studies of real estate manpower, costs, workload, organization, and procedures.
5. Manages the Internal Control Program for the directorate.

SYSTEMS OPERATION AND MANAGEMENT BRANCH  
Functions

1. Develops policies and procedures for recording and reporting DA world-wide military real property inventory.
2. Develops policies and procedures for recording and reporting USACE civil works real property inventory; status of acquisition, management, and disposal of land and space by USACE for DA and other agencies; and benefits provided under real estate assistance programs.
3. Designs and manages real estate management information systems. Plans and develops instruction and provides training of subordinate element personnel in the use of the systems and reporting procedures.
4. Manages the automation requirements for the directorate, and serves as focal point for all automation matters pertaining to intra-agency or inter-agency real property management information systems.
5. Develops policies and procedures for the audit of realty transactions and records, and the establishment and maintenance of real estate historical and cartographic files.

REALTY SERVICES DIVISION  
Mission

To serve as the DOD Executive Agent for all military departments for the Homeowners Assistance Program (HAP) and as the DA focal point for the Relocation Assistance Program (RAP), for the DA Relocation Services for Employees Program (DARSE), for the Work Space Management Plan, and for the Defense Environmental Restoration Program (DERP); and to develop policy regarding archaeological permits and historic preservation.

OFFICE OF THE CHIEF  
Mission

1. Develops policies, criteria, and procedures for HAP, RAP, and DARSE.
2. Processes claims for reimbursement of real estate expenses incurred by USACE civilian employees transferring to and from Washington, DC.
3. Develops policies, criteria and procedures for implementing the Archaeological Resources Protection Act on Army-controlled land.
4. Develops real estate mobilization plans.



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5. Develops guidance for implementing the real estate aspects of DERP.
6. Develops procedures for implementing the Work Space Management Plan.
7. Oversees release of information under the Freedom of Information Act.

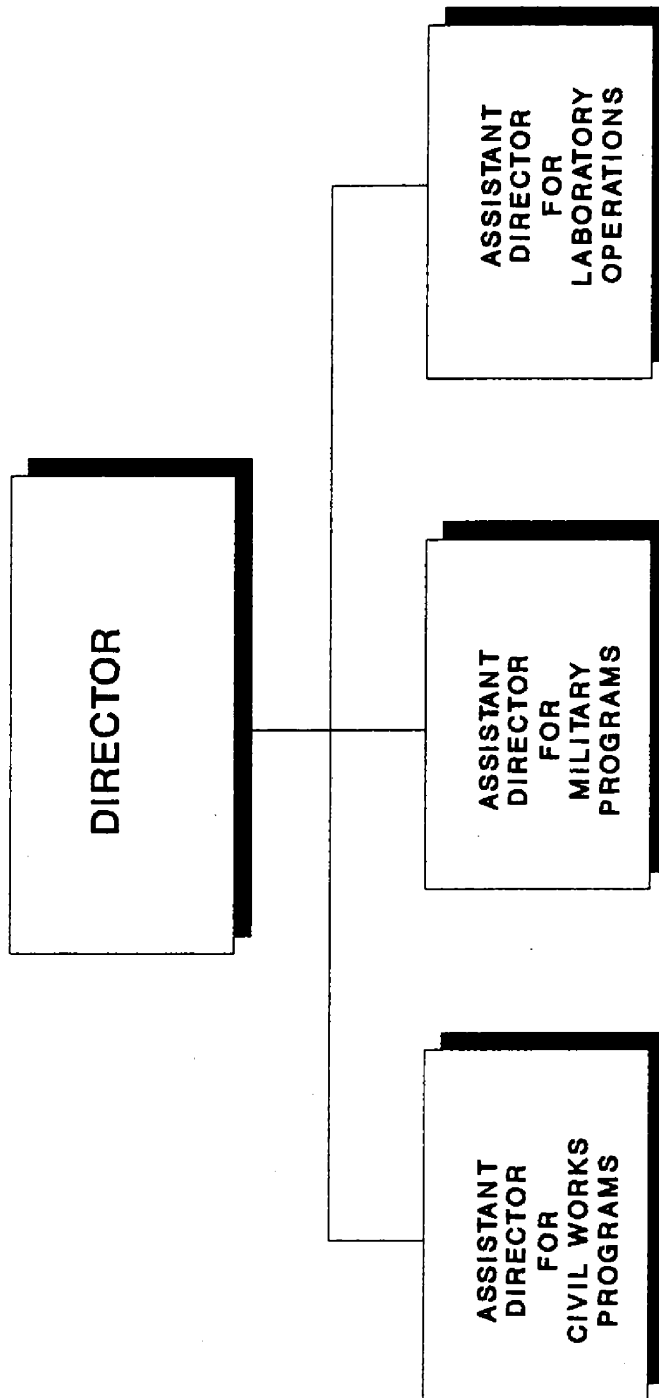
POLICY AND OPERATIONS BRANCH  
Functions

1. Directs implementation of HAP and RAP.
2. Administers the DARSE program.
3. Provides staff supervision for the Work Space Management Plan and for implementing the Archaeological Resources Protection Act on Army-controlled land.

APPEALS BRANCH  
Functions

1. Develops policies and procedures for processing appeals under HAP and RAP. Prepares final decisions.
2. Coordinates real estate mobilization planning and programming for current, war, contingency, and long range plans.
3. Prepares responses to Freedom of Information Act requests pertaining to real estate matters.
4. Provides staff supervision of the real estate aspects of DERP and the allocation of non-industrial facilities for mobilization.

# DIRECTORATE OF RESEARCH AND DEVELOPMENT



## DIRECTORATE OF RESEARCH AND DEVELOPMENT

### Mission

To direct the Corps research and development effort for both military and civil works programs by providing centralized HQUSACE management of the Corps' R&D laboratories.

### OFFICE OF THE DIRECTOR Functions

1. Serves as scientific advisor and assistant to the Commander, USACE for research and development.
2. Directs the activities of all USACE laboratories including civil and military funded research and development.
3. Supports the ARSTAF by managing technology base programs in environmental sciences and environmental quality.
4. Responsible for the planning and budgeting of the USACE R&D program and the management of all resources, including military RDTE, civil works appropriations and mission support funding.

### ASSISTANT DIRECTOR FOR CIVIL WORKS PROGRAMS Functions

1. Establishes policies and programs to identify, review, focus and prioritize research responsive to the research needs of the civil works program.
2. Directs and monitors laboratory and other USACE research performing organizations in execution of approved civil works R&D programs.
3. Manages the coordination of civil works R&D efforts and the transfer of results to USACE users.
4. Develops civil works R&D program budget for submission to OMB and Congress.
5. Manages the transfer of both military and civil works technology and products to other governmental agencies and the private sector.
6. Directs subordinate elements to identify, review, focus and prioritize research in response to the needs of the civil works elements and headquarters user communities.
7. Supports the Assistant Secretary of Army for Civil Works ASA(CW) in managing international cooperative R&D and other R&D support functions in the civil works area.

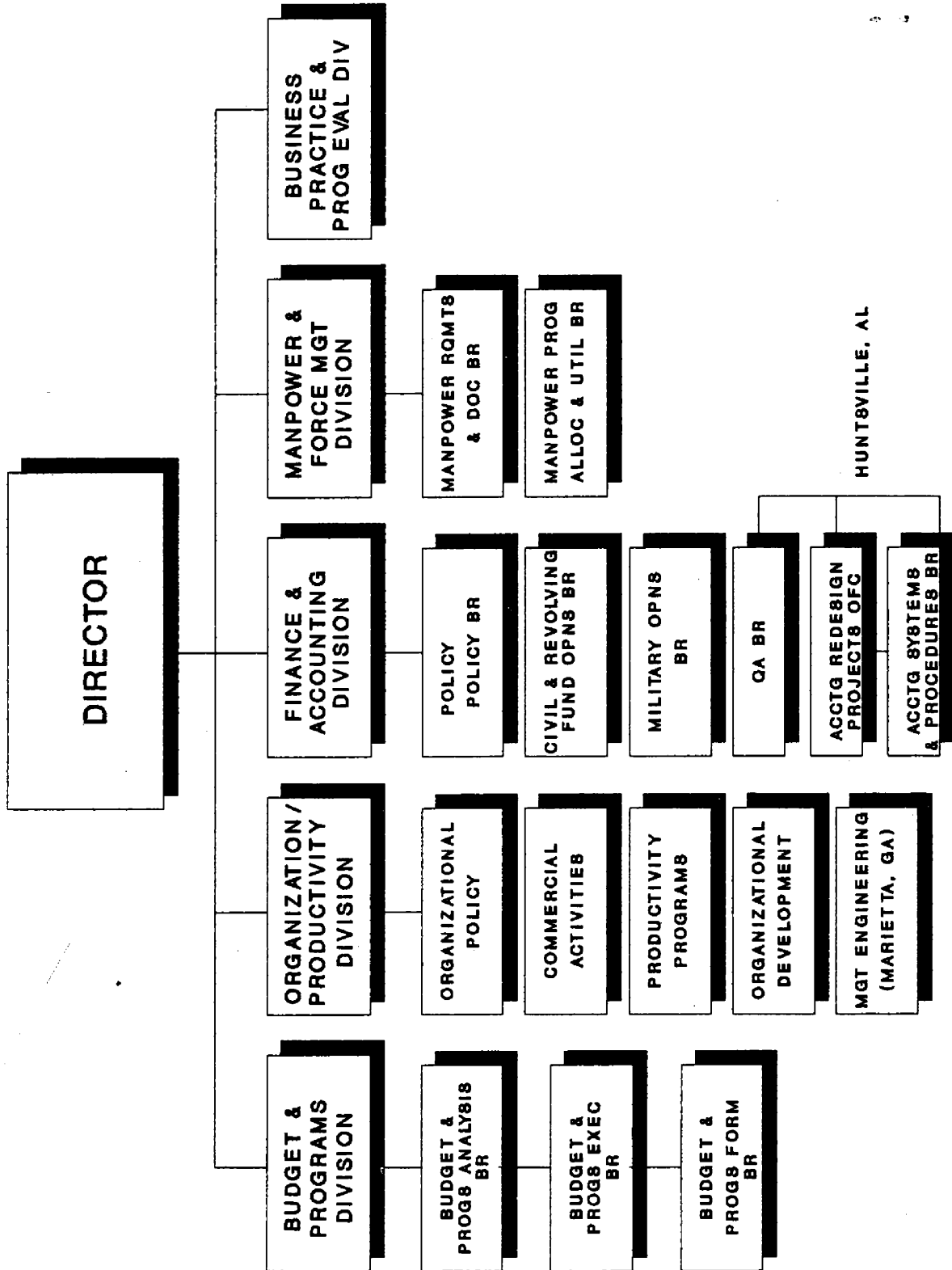
ASSISTANT DIRECTOR FOR MILITARY PROGRAMS  
Functions

1. Supports the Assistant Secretary of the Army for Research, Development and Acquisition (SARDA) by managing Army research and development in environmental quality, military engineering, and base support.
2. Establishes policies and procedures to guide the initiation and execution of military R&D programs at laboratories.
3. Directs initiatives to identify, review, focus and prioritize engineer research in response to needs of the military program user communities of the armed services.
4. Monitors RDTE technology base programs performance, to include applicable programs at non-USACE laboratories.
5. Ensures coordination of military program R&D efforts and the transfer of results to USACE agencies, other Army Activities and to elements of the other armed services.
6. Develops military program budget for submission to SARDA, OSD and Congress.

ASSISTANT DIRECTOR FOR LABORATORY OPERATIONS  
Functions

1. Develops, issues and monitors laboratory execution of policies affecting R&D operations in the areas of resource management, facilities and organizational structure.
2. Develops and issues R&D program guidance to the laboratories supporting program objectives.
3. Allocates funding and manpower to laboratories and monitors utilization.
4. Coordinates training of military and civilian foreign nationals at USACE laboratories.
5. Coordinates all administrative, personnel, budget and resource management functions at HQUSACE for the directorate.

## DIRECTORATE OF RESOURCE MANAGEMENT



## DIRECTORATE OF RESOURCE MANAGEMENT

### Mission

To provide policy and command oversight of resource planning integration, independent program analysis and evaluation, a disciplined system for budgeting and budget execution, finance and accounting policy and services, manpower management and force structure systems; management analysis, organizational policy, management support and productivity programs.

### OFFICE OF THE DIRECTOR Functions

1. Serves as chief Comptroller, independent evaluator and chief financial officer to the Commander, USACE.
2. Serves as the USACE Comptroller Civilian Career Program Manager.
3. Provides technical advice and assistance for the Comptroller, and Manpower and Force Management Civilian Career Programs. Provides guidance to OCE and HQUSACE staff and subordinate elements on referral, training and career development.

### BUDGET AND PROGRAMS DIVISION Mission

To manage and provide staff supervision for the budgetary operations of USACE, including budget preparation and execution.

### OFFICE OF THE CHIEF Functions

1. Manages and oversees the establishment of budgetary policies and procedures for implementation to staff and operating officials.
2. Exercises budgetary control of military appropriations and civil funds (in coordination with Programs Division, Directorate of Civil Works) made available to USACE, and develops command budget input to the Army Planning, Programming, Budgeting and Execution System (PPBES).

### BUDGET AND PROGRAMS ANALYSIS BRANCH Functions

1. Performs special, one time, and recurring analyses of command resource utilization to support decision making processes.

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2. Is responsible for ADP systems management for division and headquarters budget systems. Responsible for the development and proliferation of the automated operating budget system in all USACE elements.
3. Develops and implements the budget Proponent Sponsored Engineer Corps Training (PROSPECT) course for USACE employees.
4. Develops and manages the Base Level Commercial Equipment (BCE) and the Productivity Capital Investment (PCIP) programs.
5. Reviews agreements between USACE and other government agencies and municipalities and advises on methods of financing.

BUDGET AND PROGRAMS EXECUTION BRANCH  
Functions

1. Develops and manages the HQUSACE Operating and Centralized Accounts budgets.
2. Develops forecasts of monthly obligations for military appropriations (MCA, OMA, RDTE) for HQDA.
3. Develops the Army MCA reimbursable estimate.
4. Develops and submits the USACE Civil Functions Budget to OMB and Congress. Controls and issues funds defined in Civil Works Authorizations and Appropriations acts.
5. Issues apportionment schedules to divisions and separate FOAs covering direct funds limitation and reimbursable targets.
6. Manages all civil and military reimbursable work orders for others, including oversight and reporting on MCA Reimbursable Program.
7. Serves as Appropriation Director for the Wildlife Conservation, Military Reservations Appropriation.

BUDGET AND PROGRAMS FORMULATION BRANCH  
Functions

1. Serves as USACE budget focal point for all PPBES actions, providing staff guidance on budget formulation matters.
2. Coordinates and directs the development of program and budget submittals for OMA, OMAR, AFH, RDTE, and OPA appropriations.
3. Submits budget estimates for direct and reimbursable programs for USACE funded (OA 08) military appropriations.

4. Manages the OMA appropriation. Manages the program release process and release of funds through the automated Program Budget Accounting System (PBAS).
5. Exercises budget control and directs the issuance of Fund Authorization Documents (FADs) to subordinate elements for USACE OMA, OMAR, OMANG, AFH, RDTE, FMS Trust Fund military appropriations.

MANPOWER AND FORCE MANAGEMENT DIVISION  
Mission

To provide staff supervision and integration of military and civilian manpower management functions for USACE.

OFFICE OF THE CHIEF  
Functions

1. Supervises and manages the integration of military and civilian manpower activities of USACE.
2. Manages the officer distribution planning for the command.
3. Serves as MACOM Career Program Manager for the Manpower and Force Management Civilian Career Program.

MANPOWER REQUIREMENTS AND DOCUMENTATION BRANCH  
Functions

1. Establishes policy and procedures and exercises staff supervision over the development of USACE military and civil funded manpower requirements.
2. Exercises staff supervision over the USACE Manpower Survey Program and performs selected manpower surveys.
3. Establishes policy and procedures for preparation of TDA and MOBTD and processes TDA and MOBTD submissions from USACE subordinate elements.
4. Formulates and issues the USACE Officer Distribution Plan (ODP) and Command Grade Ceilings; serves as executive agent for the Chief of Engineers' management of General Officer positions.

MANPOWER PROGRAMS, ALLOCATION AND UTILIZATION BRANCH  
Functions

1. Establishes policy and procedures for manpower programming and budgeting activities; develops and integrates manpower input to programming and budgeting events; and develops command manpower input to the Army Planning, Programming, Budgeting and Execution System (PPBES).



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2. Develops policy and procedures for allocation of manpower within USACE; coordinates and integrates program director manpower allocation activities; maintains command manpower allocation data base; issues manpower allocations to USACE subordinate elements.
3. Establishes policy and procedures for utilization and reporting of manpower within USACE; manages manpower utilization planning and manpower execution reporting processes for the command.

FINANCE AND ACCOUNTING DIVISION  
Mission

To provide policy direction, review and staff supervision of finance and accounting responsibilities of USACE.

OFFICE OF THE CHIEF  
Functions

1. Supervises and oversees the design, installation, and maintenance of financial records, systems, and procedures, the disbursement, collection, and deposit of funds, and the preparation of financial statements and reports.
2. Provides policy guidance and develops analyses on financial matters and settlement of all claims, other than legal, involved in the expenditure of funds.
3. Serves as the proponent for all directed USACE F&A systems.

POLICY BRANCH  
Functions

1. Develops and implements finance and accounting directives, reports, regulations, techniques and policies for USACE.
2. Provides staff support over cost accounting policy for military and civil appropriations, including reimbursable activities, the revolving fund, EPA programs, and DOD Homeowners Assistance Program.
3. Provides staff support for payroll accounting policy covering pay and allowances, allotments, and deductions.
4. Processes general claims requiring adjudication which involve fiscal records and procedures.
5. Processes the appointment of civil works disbursing officers and deputies and special disbursing agents and deputies for military funds.
6. Develops procedures and policies for enhancing administrative control of funds to include processing 31 USC 1517 violations.

7. Provides staff support for policy matters concerning the financial aspects of the Property Accountability System.

CIVIL AND REVOLVING FUND OPERATIONS BRANCH  
Functions

1. Maintains finance and budgetary accounting records for all civil funds made available to USACE and issues allotments to subordinate elements.
2. Prepares consolidated Statement of Accountability and consolidated Statement of Transactions of disbursements and collections from individual subordinate element reports.
3. Prepares consolidated Budget Execution Reports and quarterly and year end treasury financial statements from individual subordinate element reports.
4. Performs financial analyses and reconciliations on report data.
5. Develops and analyzes consolidated statements of civil cost data.
6. Prepares consolidated revolving fund business type financial statements for submission to higher authority.
7. Performs analyses and reconciliation on individual revolving fund accounts.
8. Manages the accounting aspects of the Plant Replacement and Improvement Program (PRIP).
9. Processes subordinate element data for payments to states and furnishes information to servicing F&A Office for preparation and mailing of checks.
10. Manages the Corps Civil Works Debt Collection activities including IRS offset Program and use of Debt Collection Activities.

MILITARY OPERATIONS BRANCH  
Functions

1. Maintains finance and budgetary accounting records for all military funds made available to USACE and issues allotments to subordinate elements.
2. Prepares consolidated financial statements and reports reflecting status of finance and budgetary accounts and disbursement and collection data.
3. Receives, distributes and reports status of Foreign Military Sales obligation and expenditure authority.
4. Reconciles funding received with funding issued and undistributed in consolidated and individual subordinate element reports.

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5. Conducts in-depth reviews, analyses and reconciliations of all military reports to include both consolidated and individual subordinate element status reports.
6. Develops and analyzes consolidated statements of military cost.
7. Establishes goals and performance standards for USACE F&A Offices.

QUALITY ASSURANCE BRANCH  
Functions

1. Develops, implements and executes the USACE QA Program for military and civil funded F&A activities of USACE.
2. Coordinates the QA Program and schedule of visits with the U.S. Army Finance and Accounting Center (USAFAC), Finance Network Quality.
3. Performs annual comprehensive QA reviews to USACE subordinate elements, alternating visits with USAFAC QA teams. Maintains records of all QA reviews performed and submits formal reports to commanders for each QA review.
4. Performs assistance visits to subordinate elements on an as needed and as available basis to provide training and work production to bring operations within regulatory control.
5. Exercises staff supervision over all QA functions related to Corps F&A activities: accounting, voucher examination, disbursing, systems, civilian payroll and reporting.
6. Exercises staff supervision over the administrative post audit of civil vouchers and disbursing officer papers (31 USC 3521), and the review of frequent traveler vouchers.
7. Maintains a Corps-wide F&A QA checklist in sufficient detail to cover significant processes in each F&A function.
8. Verifies policy compliance and develops techniques and standard methods for reviews, reports and administration of USACE QA activities.
9. Assembles, maintains, analyzes and reports monthly F&A operations data with a view to sustain effective and efficient performance.

ACCOUNTING REDESIGN PROJECTS OFFICE  
Functions

1. Evaluates, analyzes, and specifies the future design of the automated accounting systems requirements for USACE activities.
2. Develops automated finance, cost and property accounting systems.

3. Develops and provides detailed documentation to support and maintain the new Corps' Financial Management System (CEFMS).
4. Supervises and administers the deployment and implementation of CEFMS.
5. Provides advice and guidance for USACE on automation of records using the ISP/ISPI methodology.

ACCOUNTING SYSTEMS AND PROCEDURES BRANCH  
Functions

1. Supervises and administers the development and installation of standard Corps-wide automated accounting systems, including the Corps of Engineers Management Information System's (COEMIS) Finance and Accounting subsystem.
2. Develops, maintains, and documents procedures, and reporting requirements for various modules (e.g., military, civil, revolving fund, fund control, and labor distribution) for COEMIS.
3. Coordinates review of audits, inspection and review of the automated system, operating budgets, and ADPE requirements within the division.
4. Performs USACE project management functions for the Federal Manager's Financial Integrity Act Program for Comptroller of the Army, and for the automated Finance and Accounting Funds Control System (FCS).
5. Performs functional systems managers responsibilities to include the development, modification and deployment of standard Corps-wide automated accounting systems.

BUSINESS PRACTICES AND PROGRAM EVALUATION DIVISION  
Mission

To serve as proponent for business analyses and program evaluation.

Functions

1. Conducts program and business analyses that integrate budget, finance, and manpower resource information associated with USACE programs, projects, and services.
2. Develops and maintains a HQUSACE five-year engineer program overview. Develops and provides an integrated functional and program overview of funding, manpower, and workload for the historical and program years.
3. Conducts program review and analysis activities to integrate and review USACE budget, finance and manpower resource plans and programs such as the Quarterly Command Management Review (CMR) and the Program Objective Memorandum (POM).

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4. Conducts cost of doing business analyses for comparison of Corps organizations and private sector performance in terms of overhead and other cost performance measures.
5. Provides for the command an independent review of economic analyses of major investment proposals such as ISMP.
6. Serves as liaison for the Director in activities involving private sector and business issues and command programming focal point for Planning, Programming, Budgeting and Execution System (PPBES) and for DA Program Analyses and Evaluation (PA&E) matters.

#### ORGANIZATION AND PRODUCTIVITY DIVISION Mission

To develop, promote, staff supervise, and evaluate policies, programs, and directives that increase organizational and productivity development, effectiveness and efficiency throughout USACE.

#### Functions

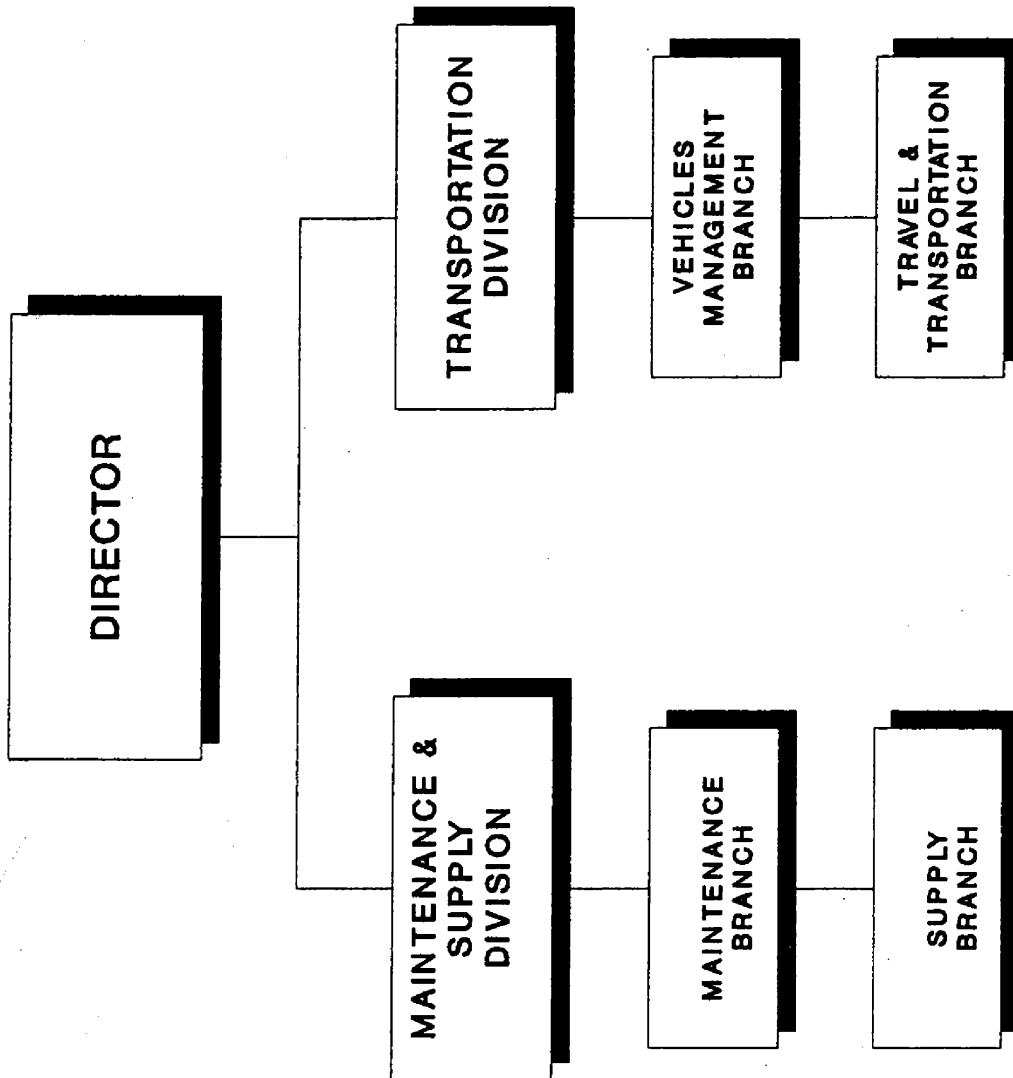
1. Staff supervises and serves as Program Manager for the following programs:
  - a. Productivity Improvement.
  - b. Internal Controls.
  - c. Army Ideas of Excellence.
  - d. Commercial Activities.
  - e. Committee Management.
  - f. Conferences and Workshops.
  - g. Defense Retail Interservice Support (DRIS).
  - h. Cooperative Administrative Support Unit (CASU).
  - i. Organizational Development. Provides consultation services including confidential assistance in organizational assessment, goal setting, team building, and conflict resolution.
2. Serves as Project Manager on the following:
  - a. The establishment, transfer and termination of USACE activities, organizations and functions; publication of permanent orders, ER 10-series regulations, and the OM 10-1-1 (HQUSACE Organization and Functions Manual).

b. The conduct of ad hoc or management studies and analyses of existing and proposed systems, organizations, activities, programs, projects, functions and manpower standards using the full range of management analysis techniques. Provides management consultants as requested.

MANAGEMENT ENGINEERING BRANCH  
Functions

1. Establishes policies and procedures for the development, application and maintenance of manpower staffing standards for USACE-unique functions. Assists Major Army Commands in the development of Army-wide staffing standards for Army-common functions.
2. Conducts Operational Improvement (OI) and ad-hoc studies of USACE.

# DIRECTORATE OF LOGISTICS MANAGEMENT



## DIRECTORATE OF LOGISTICS MANAGEMENT

### Mission

To provide policy guidance and staff management for USACE personal property and real property (excluding civil works projects) and related services.

### OFFICE OF THE DIRECTOR Functions

1. Plans and executes command, staff and technical inspections in all mission areas.
2. Plans, programs and budgets for directorate resources and for certain HQUSACE support.
3. Provides policy, technical guidance, and evaluation of operations and management of USACE civil and military aviation support.
4. Develops and promulgates policy and guidance for logistical support of mobilization and emergency operations.
5. Provides policy and guidance on all real property management activities for USACE real property assets in support of the USACE personnel. (Excludes civil works operational facilities.)
6. Serves as staff proponent for internal USACE Environmental, Energy Conservation, Historical Properties, Fire Prevention and Protection Programs.
7. Serves as staff proponent for planning and execution of the Army/USACE Communities of Excellence Program.

### MAINTENANCE AND SUPPLY DIVISION Mission

To exercise staff supervision over maintenance and supply functions USACE-wide including policy development and oversight of personal property life cycle management.

### MAINTENANCE BRANCH Functions

1. Provides materiel maintenance policy and procedures within USACE for all personal property. Provides technical assistance and guidance for equipment end-items owned and operated throughout USACE.
2. Manages the Maintenance Assistance and Instruction Team (MAIT) program for USACE.



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3. Collects and analyzes required maintenance data for all personal property.
4. Provides policy and guidance for work space management including standards for layout planning, space allocations, office environment, decor, and user relationship.
5. Serves as proponent for the USACE Materiel Maintenance Career Program.

SUPPLY BRANCH  
Functions

1. Establishes life-cycle policies and procedures for USACE-wide personal property management program.
2. Serves as proponent for automated systems to support supply and property management.
3. Serves as proponent for MILSTRIP and FEDSTRIP requisitioning procedures, and for changes, deletions, and additions to all DOD and GSA Activity Address Codes.
4. Establishes policies and procedures for USACE warehouse operations.
5. Establishes policies to implement proper controls for receipt, storage, accounting and testing of petroleum products.
6. Provides guidance on the receipt, storage, and disposal of hazardous material and waste.
7. Serves as proponent for the Precious Metals Recovery Program.
8. Serves as proponent for the USACE Supply Management Career Program.

TRANSPORTATION DIVISION  
Mission

To provide policy and staff supervision to all USACE activities for transportation and life cycle management of motor vehicles.

OFFICE OF THE CHIEF  
Functions

1. Serves as proponent for the senior transportation advisor for HQUSACE and USACE.
2. Serves as proponent for the USACE Transportation Management Career Program Manager.
3. Serves as proponent for USACE liaison with all other DOD and Federal agencies for approval of rotary and fixed wing airlift.

4. Develops/implements policies, standards and procedures for sound management of the USACE Foreign Travel Program.

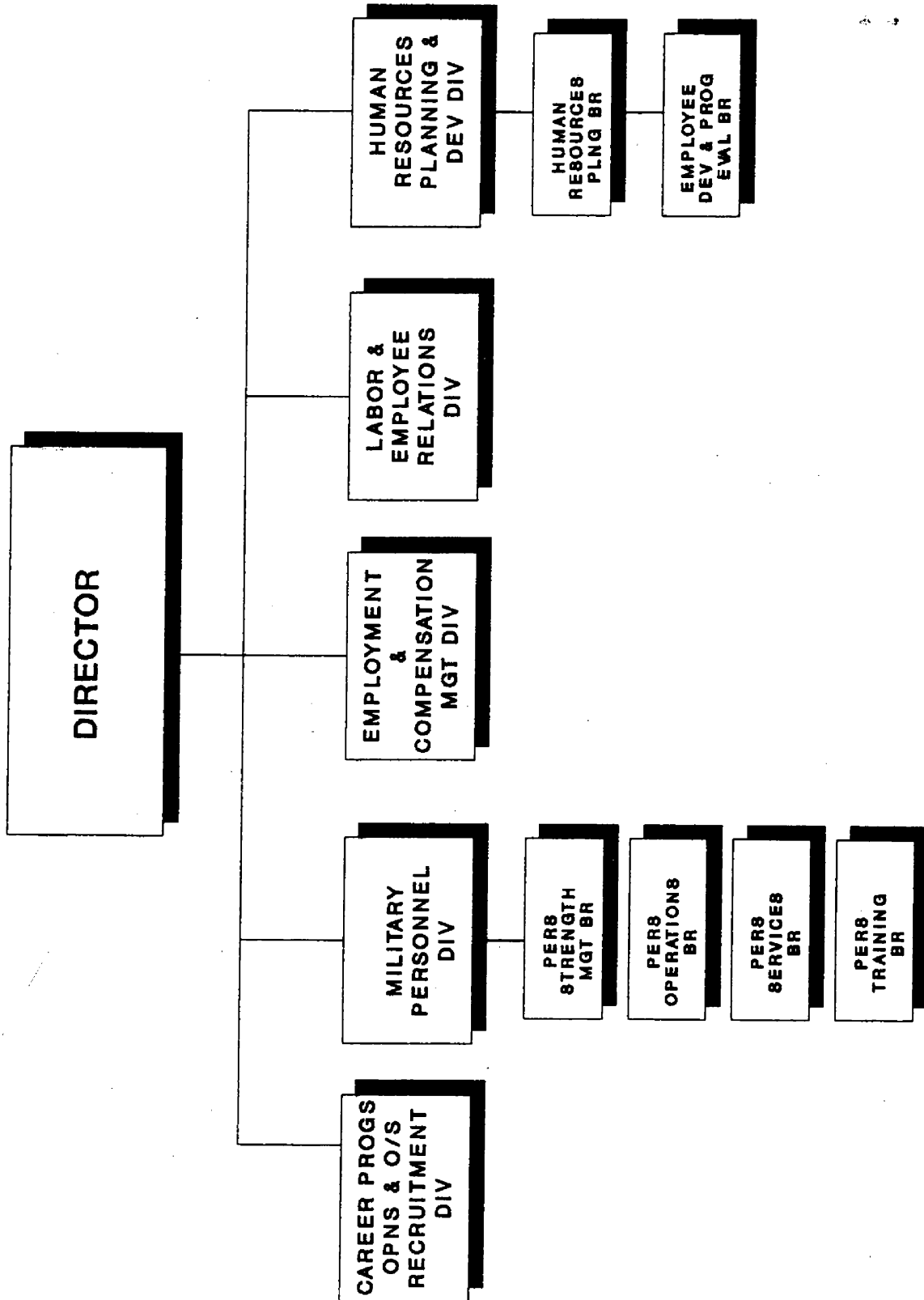
VEHICLES MANAGEMENT BRANCH  
Functions

1. Exercises management and technical supervision of USACE motor vehicle fleet. Develops policy, guidance, procedures and technical instructions for the operations, maintenance and use of motor vehicles for civil works and military funded activities.
2. Acquires through the TACOM acquisition process (military funded) or procures (civil works funded) through GSA or direct purchase all USACE motor vehicles.
3. Establishes and maintains adequate records for inventory requirements, authorizations, distribution, operations, use, maintenance and cost and performance reporting.
4. Responsible for the Equipment Section (Section III), Tables of Distribution and Allowances (TDA).
5. Procures and manages distribution of government motor vehicle license plates and maintains central registry for all USACE vehicles.
6. Serves as the National Inventory Control Point (NICP) for all USACE owned/operated vehicles.
7. Manages the USACE National Credit Card Program (SF 149).

TRAVEL AND TRANSPORTATION BRANCH  
Functions

1. Formulates policies and implements regulations and procedures for overall travel and traffic management activities.
2. Evaluates and provides guidance on travel claims.
3. Reviews and provides information from the Joint Travel Regulations and Department of Army regulations on entitlements.
4. Resolves USACE travel problems for which no precedent has been established.
5. Provides USACE technical advice for preparation of travel orders.
6. Serves as proponent for liaison for USACE travel activities with DOD, DA, other agencies, and the private sector.
7. Authenticates OCONUS travel orders and provides administrative approval of OCONUS vouchers for HQUSACE personnel.

# DIRECTORATE OF HUMAN RESOURCES



## DIRECTORATE OF HUMAN RESOURCES

### Mission

To provide policy guidance and staff supervision on USACE military and civilian personnel programs.

### OFFICE OF THE DIRECTOR Functions

1. Manages and directs the Human Resources program for USACE.
2. Advises the Commander on personnel and employee issues.
3. Develops and administers the career program for engineers and scientists throughout the Army.
4. Develops implementing procedures for Army programs.

### CAREER PROGRAM OPERATIONS AND OVERSEAS RECRUITMENT DIVISION Mission

To administer and operate an overseas recruitment and placement program and to manage an employee referral process.

### Functions

1. Coordinates and implements HQDA level civilian career program registration ranking, and USACE referral process.
2. Administers command level career programs and processes individual employee ranking and referral activities.
3. Assists and provides counselling for managers and registrants on matters of program implementation.
4. Develops policy and procedures for recruitment and selection of USACE positions located overseas.
5. Recruits candidates for overseas positions and provides personnel assistance and counselling to selectees.
6. Administers special out-placement programs and adjudicates disagreements between CONUS and OCONUS activities regarding employee reemployment rights, PCS costs and similar matters.

MILITARY PERSONNEL DIVISION  
Mission

To manage the military personnel management program for OCE, HQUSACE and USACE subordinate commands in support of the COE's role as advisor to the Chief of Staff, Army, and as a MACOM Commander.

OFFICE OF THE CHIEF  
Functions

1. Serves as advisor to the COE/CG, USACE, and the Chief of Staff, USACE, on military personnel matters.
2. Plans and executes a continuing program to manage military assignments and career development, and transition counseling.

PERSONNEL STRENGTH MANAGEMENT BRANCH  
Functions

1. Prepares recurring HQDA strength reports, personnel requisitions, and assignment/loss forecasts.
2. Manages the Exchange Officer Program.
3. Monitors promotions and advises the USACE command group of Engineer officer selection trends.
4. Screens senior officer command selection lists for slating purposes. Coordinates with USACE command group and PERSCOM.

PERSONNEL OPERATIONS BRANCH  
Functions

1. Administers the military awards program.
2. Develops mobilization and contingency plans.
3. Administers the Army Educational Requirements System.
4. Conducts/reviews personnel studies/policies. Serves as principal coordinator with the Engineer Personnel Proponent, USAES.
5. Prepares special letters of recognition for signature of the CG, USACE.
6. Coordinates FORSCOM Reserve components evaluator program.

PERSONNEL SERVICES BRANCH  
Functions

1. Conducts in-and-out processing and provides personnel services including identification card applications, physicals, leaves/passes, orders, and sponsorship.

2. Processes officer and enlisted evaluation reports.
3. Prepares staff duty officer roster.
4. Serves as point of contact for Army family activities, AER, voting, equal opportunity, and casualty affairs.
5. Administers the Army Physical Fitness Program.

PERSONNEL TRAINING BRANCH  
Functions

1. Administers advanced management training for general officers and colonels, CE Commanders' Course selection, CAS(3), and selected short term (non-government sponsored) training for officers.
2. Administers the Army Retiree Recall Program.
3. Maintains files and processes annual training orders for individual mobilization augmentees.
4. Administers USACE USMA/ROTC cadet summer training.

EMPLOYMENT AND COMPENSATION MANAGEMENT DIVISION  
Mission

To establish, maintain and direct the USACE employment, compensation and benefits program.

Functions

1. Develops and issues USACE policy and guidance on classification and position management issues.
2. Advises proponent levels and/or establishes government wide guidelines and policies where the Corps is the preponderant user.
3. Develops basic policies and procedures regarding USACE unique wage systems.
4. Formulates, assists and coordinates policies and efforts to recruit and promote employees.
5. Furnishes procedural guidance and direction on reduction-in-force, furlough, affirmative action, targeted special emphasis employment, and merit selection programs.
6. Approves or denies requests from subordinate organizations for personnel actions where delegation is restricted.

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7. Provides guidance, coordination, and assistance in employee benefits programs.
8. Manages the Senior Executive Service (SES) program in USACE. Develops statement of duties, coordinates HQDA ranking, recruits, and maintains liaison with SES members and their supervisors regarding career opportunities.

#### LABOR AND EMPLOYEE RELATIONS DIVISION

##### Mission

To direct and maintain quality labor relations, employee conduct and performance management programs.

##### Functions

1. Provides staff supervision, guidance and assistance for labor and employee relations policy and procedures. Develops USACE response and position regarding contingency planning, disputes review, and contract negotiations.
2. Advises the Commander, USACE on labor issues and national union matters.
3. Establishes policies and administers civilian welfare and morale, performance management and incentive awards programs.
4. Provides guidance and oversight of USACE employee assistance program, adverse action and employee conduct actions, and work conditions issues.

#### HUMAN RESOURCES PLANNING AND DEVELOPMENT DIVISION

##### Mission

To establish and direct USACE programs in leadership development, employee training, mobilization management, and to manage the formal evaluation of all personnel programs.

#### OFFICE OF THE CHIEF

##### Functions

1. Develops human resource policy, goals, objectives, emphasis areas and themes.
2. Develops strategies and philosophies for program management.
3. Provides functional level expertise and coordination on ADP support and personnel database matters.

#### HUMAN RESOURCES PLANNING BRANCH

##### Functions

1. Acts as USACE Program Manager for enhancing leadership throughout the command. Incorporates modern methodology and instructs executives in the latest management and thinking and issues.

2. Performs near and long-term human resource planning. Evaluates human resource policy, goals, objectives, emphasis areas and themes, recommending changes and ensuring field implementation.

3. Manages the USACE Leadership Enhancement and Development Program.

EMPLOYEE DEVELOPMENT AND PROGRAM EVALUATION BRANCH  
Functions

1. Provides guidance and direction to subordinate element employee development and training activities.

2. Provides supervision over the Huntsville Division's Training Management Division and over local subordinate element training and development programs.

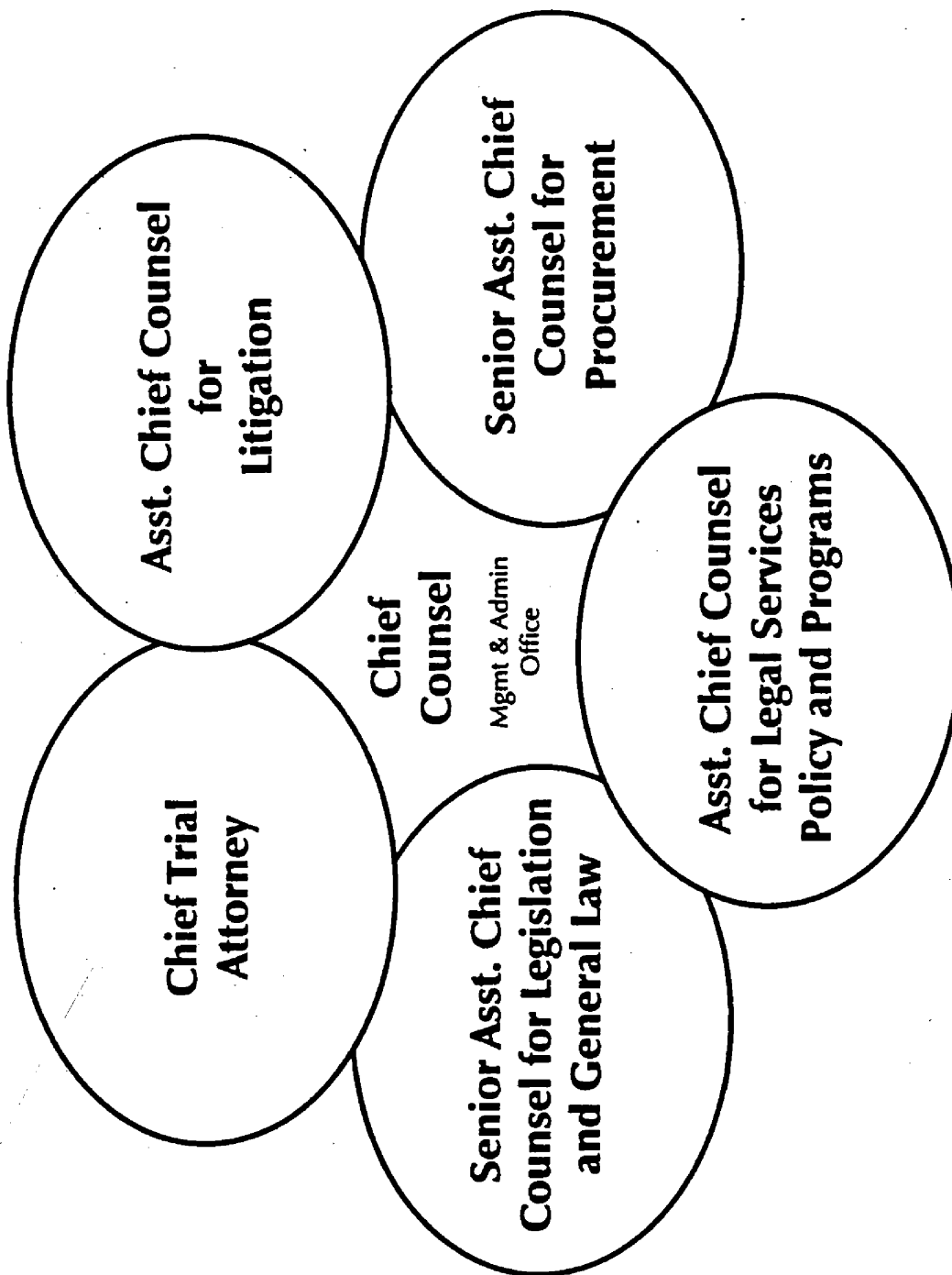
3. Administers HQDA and USACE executive development, long-term training and intern programs.

4. Manages and conducts a personnel management evaluation program.

5. Develops, sponsors, and monitors personnel related aspects of mobilization planning and testing.



# Office of the Chief Counsel\*



\* The Office of the Chief Counsel has a flat, matrix organization.

OFFICE OF THE CHIEF COUNSEL

Mission

To provide legal services in support of USACE activities and to exercise professional supervision over legal services provided by USACE attorneys.

OFFICE OF THE CHIEF COUNSEL  
Functions

1. Serves as principal legal advisor to the Commander, USACE and the Chief of Engineers.
2. Serves as senior policy advisor to the Commander, USACE and the Chief of Engineers.
3. Manages the USACE legal services system, including the attorney career management program.
4. Exercises full and final responsibility for rendering legal advice, opinions and decisions regarding all functions of USACE.

SENIOR ASSISTANT CHIEF COUNSEL FOR LEGISLATION AND GENERAL LAW  
Functions

1. Serves as legal advisor on need for new legislative authorities; prepares proposals for submission to Congress; prepares and presents Department of the Army position on legislative proposals of others.
2. Serves as legal advisor on the interpretation of general laws and specific civil works project authorities affecting the Corps of Engineers. Advises on Federal, State, and individual rights and responsibilities concerning water laws and rights, law enforcement at USACE projects, outdoor recreation, fish and wildlife, hydropower, and international activities.
3. Serves as legal advisor on the interpretation of military authorities and specific military construction project activities affecting the Corps of Engineers.
4. Serves as legal advisor on Environmental and Regulatory matters.
5. Serves as legal advisor on Local Cooperation Agreements.
6. Serves as legal advisor on fiscal laws.

7. Serves as legal advisor on the international activities of the Corps of Engineers.
8. Serves as as legal advisor on Base Realignment and Closure Program.
9. Serves as legal advisor concerning mobilization preparedness and exercise of emergency authorities.

ASSISTANT CHIEF COUNSEL FOR PROCUREMENT  
Functions

1. Serves as principal legal advisor on procurement law.
2. Serves as legal advisor concerning the solicitation, award, administration and termination of all types of contracts relating to the military and civil works programs of USACE. Also advises on all legal matters relating to Third Party Contracting and foreign military sales.
3. Serves as legal advisor on all issues related to support of the Defense Environmental Restoration Program, the EPA "Superfund" Toxic and Hazardous Waste Cleanup Program, and the Department of Energy Environmental Restoration and Waste Management Program. Directs the handling of all pre-litigation settlement negotiations related to USACE responsibilities under the Comprehensive Environmental Response Compensation and Liability Act and the Resource Conservation and Recovery Act.
4. Serves as legal advisor on all General Accounting Office and General Services Board of Contract Appeals bid protests and mistake-in-bid cases.
5. Serves as legal advisor concerning debarment and suspension of contractors, standards of conduct, fraud and related matters.
6. Supervises the Contractor Industrial Relations Program within USACE.

ASSISTANT CHIEF COUNSEL FOR LITIGATION  
Functions

1. Directs the handling of all lawsuits brought by or against the U.S. arising from USACE activities (except Contract Disputes Act cases in the Claims Court). This includes environmental, regulatory, tort, admiralty, contract, water rights, personnel, Superfund, and inverse condemnation cases. Serves as legal advisor concerning all matters in litigation.
2. Serves as legal advisor on all administrative tort and admiralty claims.
3. Serves as legal advisor concerning the Freedom of Information Act and Privacy Act programs.
4. Serves as legal advisor concerning the Civil Penalties Program for violations of the Clean Water Act.

CHIEF TRIAL ATTORNEY  
Functions

1. Supervises all USACE trial attorneys in defense of the Federal Government on contract disputes, and reviews all of their pleadings, motions, and briefs presented for hearings before the Corps of Engineers Board of Contract Appeals, the Armed Services Board of Contract Appeals, the U.S. Claims Court, and the U.S. Court of Appeals for the Federal Circuit.
2. Acts as trial attorney, on direction of the Chief Counsel, in significant or precedent setting cases.
3. Serves as legal advisor on personnel and Equal Employment Opportunity law; develops policy for all USACE labor counselors for the preparation and presentation of cases before the Federal Labor Relations Authority, Merit Systems Protection Board, and Equal Employment Opportunity Commission.

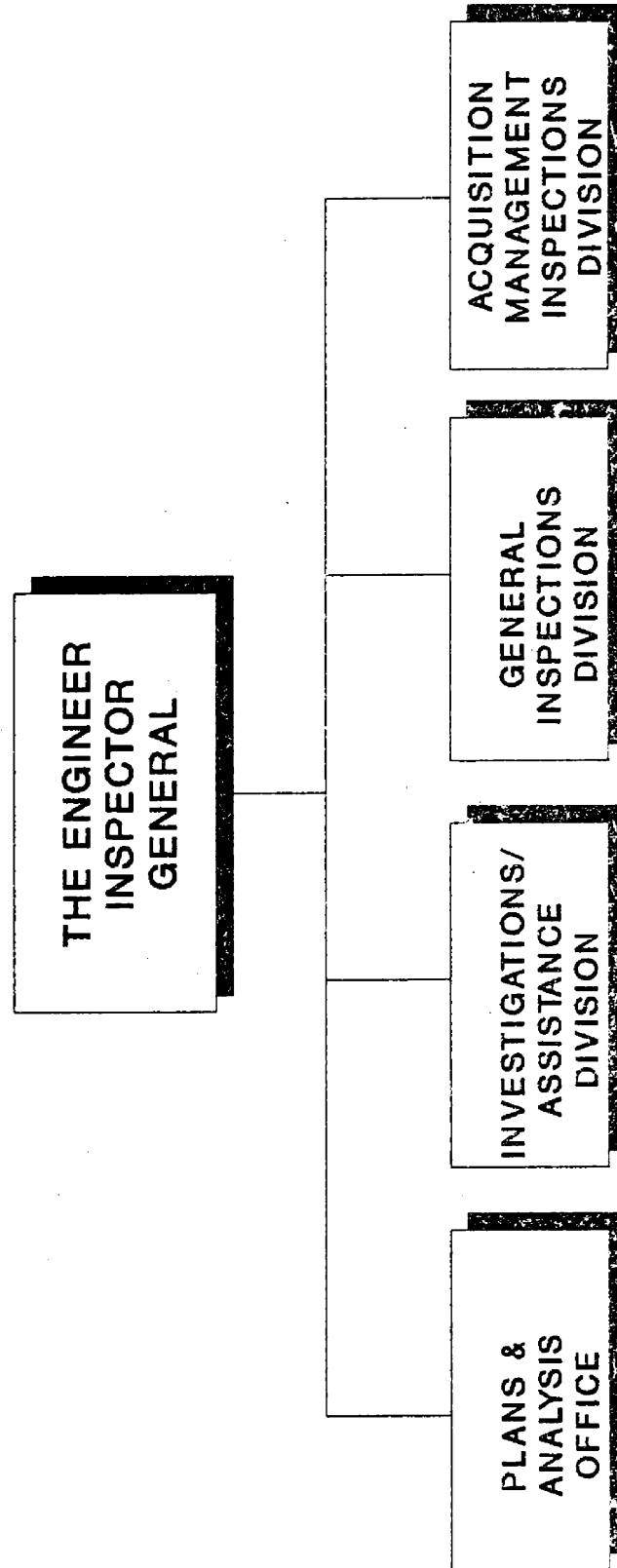
ASSISTANT CHIEF COUNSEL FOR LEGAL SERVICES POLICY AND PROGRAMS  
Functions

1. Develops legal services plans, programs and policies.
2. Advises on the USACE attorney career management program.
3. Maintains liaison with the Chief Counsel's standing committees in the field.
4. Performs special projects as directed by the Chief Counsel.

MANAGEMENT AND ADMINISTRATION OFFICE  
Functions

1. Provides administrative services and management guidance on manpower, budget, automation and performance management to the Office of the Chief Counsel.
2. Provides technical advice and assistance on requirements applicable to excepted service personnel actions affecting civilian attorneys, law clerks, and legal interns throughout USACE.

# OFFICE OF THE ENGINEER INSPECTOR GENERAL



OFFICE OF THE ENGINEER INSPECTOR GENERAL

Mission

To determine the state of economy, efficiency, discipline, morale, esprit-de-corps and readiness throughout USACE while providing the Commander with a continuous, objective and impartial assessment of the commands operational and administrative mission effectiveness.

OFFICE OF THE EIG  
Functions

1. Serves as a member of the Commander's personal staff.
2. Advises the Commander on effectiveness, economy and discipline to determine prospective problems which inhibit mission accomplishment.
3. Directs and conducts EIG activities.
4. Maintains and controls the storage, access and distribution of all EIG materials and data.
5. Provides general guidance on, and oversight of, the organizational inspections programs within USACE.
6. Programs and manages EIG personnel and budget resources.

PLANS AND ANALYSIS OFFICE  
Mission

To identify major systemic problems within USACE and develop significant issues requiring Inspector General attention and to provide ADP and Information Management support to the Office of the Engineer Inspector General.

Functions

1. Identifies, develops and coordinates potential major USACE issues for EIG inspections.
2. Coordinates, develops and schedules EIG inspections.
3. Oversees the coordination of USACE inspection policy.
4. Monitors external and command-wide inspection schedules.
5. Manages the IG Network and USACE Information Management Systems within OEIG.

6. Maintains a data base of EIG activities and inspection reports.
7. Conducts long range planning for EIG activities.
8. Coordinates EIG activities with USACE and external activities.
9. Coordinates OEIG training program.

INVESTIGATION AND ASSISTANCE DIVISION  
Mission

To conduct assistance and investigations functions as a result of complaints, requests for Inspector General assistance, or as directed by the Commander, USACE, or The Inspector General, Department of the Army (TIG).

OFFICE OF THE CHIEF  
Functions

1. Conducts overt investigations as directed by the Commander, USACE, or TIG.
2. Receives, evaluates and processes Inspector General Action Requests (IGARS).
3. Monitors activities and provides guidance, training and assistance to Corps Acting Engineer Inspector General (AEIG).
4. Evaluates and recommends to DAIG, nominations of officers for AEIG duties.
5. Refers cases not appropriate for IG investigations to the appropriate investigative agency for action.
6. Serves as HQUSACE point of contact for FOIA, Privacy Act, and other requests for release of EIG records.

GENERAL INSPECTIONS DIVISION  
Mission

To conduct inspections of general operations and functions within USACE as directed by the Commander, USACE and TIG, and to develop recommend and institute new or revised policies, procedures and guidelines governing the conduct of inspections.

OFFICE OF THE CHIEF  
Functions

1. Develops inspection standards, procedures and techniques for EIG special and follow-up inspections.
2. Plans, coordinates, and conducts inspections as directed by the Commander, USACE.

3. Reports results of inspections to the Commander, USACE and provides recommendations for corrective action to systemic problems.
4. Teach Army systems, procedures, and processes to the inspected activity during the inspection.
5. Assesses Special Topics areas as directed and provides written results to OEIG.
6. Receives complaints/Inspector General Action Requests (IGARS) while conducting inspections.

ACQUISITION MANAGEMENT INSPECTIONS DIVISION  
Mission

To conduct inspections of acquisition process, operations and functions within USACE as directed by the Commander, USACE and TIG, and to develop, recommend and institute new or revised policies, procedures and guidelines governing the conduct of inspections.

OFFICE OF THE CHIEF  
Functions

1. Develops inspection standards, procedures and techniques for acquisition management inspections conducted by the EIG.
2. Plans, coordinates, and conducts inspections as directed by the Commander, USACE.
3. Reports results of inspections to the Commander, USACE and provides recommendations for corrective action to systemic problems.
4. Teach Army acquisition process and procedures to the inspected activity during the inspection.
5. Assesses Special Topics areas as directed by the EIG and provides written results to OEIG.
6. Conducts special reviews in acquisition matters of special interest as directed by the Commander, USACE.
7. Receives complaints/Inspector General Action Requests (IGARS) while conducting inspections.



## OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

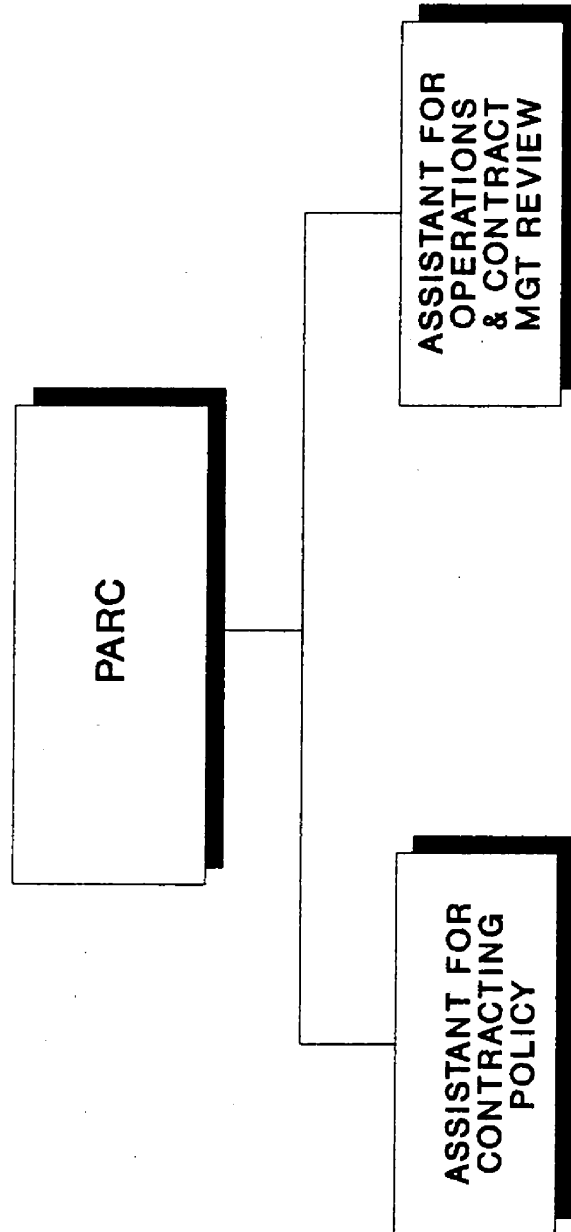
### Mission

To manage and direct the Equal Employment Opportunity and Affirmative Action Program(s) for the Commander, USACE.

### Functions

1. Serves as principal advisor to the Commander, USACE.
2. Manages the complaints processing system.
3. Develops policy and guidance to assure that proper resources are provided for mission accomplishment.
4. Functions as Project Manager for EEO automation requirements.
5. Monitors and assesses the equal opportunity climate of USACE activities to improve the quality of life for civilian personnel.
6. Directs and manages EEO training for USACE workforce.
7. Conducts program evaluation to ensure EEO statutory and regulatory compliance.
8. Manages the civilian EEO career program.

**OFFICE OF THE PRINCIPAL ASSISTANT  
RESPONSIBLE FOR CONTRACTING (PARC)**



OFFICE OF THE PRINCIPAL ASSISTANT RESPONSIBLE  
FOR CONTRACTING (PARC)

Mission

To direct, control and manage contractual actions to assure compliance with procurement policies and procedures for USACE.

OFFICE OF THE CHIEF  
Functions

1. Acts directly for the Commander, USACE as Principal Assistant for Contracting on all contractual actions and decisions not directed by law and regulation to be performed personally by the Commander as Head of the Contracting Activity (HCA).
2. Oversees contracting performance, organizational staffing and training at each contracting office.
3. Ensures that the provisions of the Federal Acquisition Regulation (FAR) and its supplements are uniformly applied to all USACE purchases.
4. Promotes the competition policy pursuant to the Competition in Contracting Act of 1984 as the USACE Special Competition Advocate.

CHIEF OF CONTRACTING POLICY BRANCH  
Functions

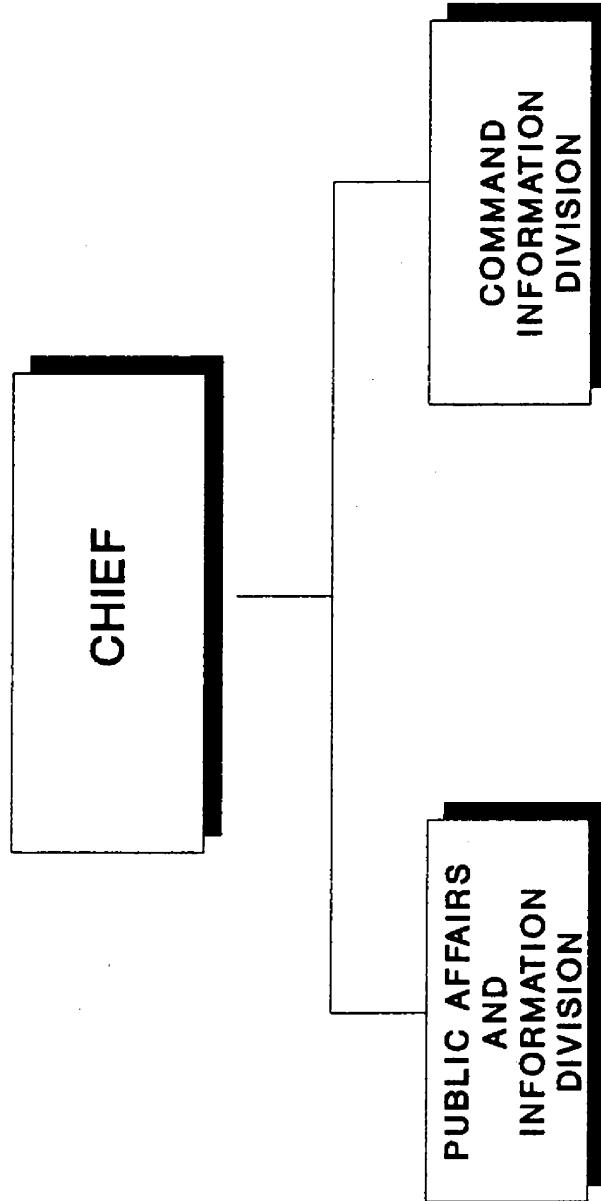
1. Exercises responsibility for HQUSACE contracting policy.
2. Develops and issues contracting instructions, policies, and procedures (EFARS) pertaining to placement and administration of USACE contracts.
3. Monitors and evaluates policies and procedures of federal and private contracting organizations for possible USACE application of new ideas and business techniques.
4. Initiates improvements to contracting policies, procedures, and management techniques; processes requests for deviation from the FAR and its supplements.
5. Prepares and issues delegations of authority pertaining to contracting programs.
6. Monitors and controls requests for waiver of the Buy American Act.
7. Appoints (or recommends appointment of) contracting officers.

8. Analyzes acquisition plans and recommends approval to DA.
9. Responsible for implementation and control of the acquisition component of the USACE Commercial Activities Program.
10. Analyzes and recommends approval or remedial actions to ratification of contracts to HCA or DA.

CHIEF OF OPERATIONS AND CONTRACT MANAGEMENT REVIEW BRANCH  
Functions

1. Implements the Army Acquisition Management Review Program (AR 715-11) and conducts field reviews of all procuring activities.
2. Participates with higher headquarters' counterpart organizations in joint review of selected USACE activities.
3. Implements and manages the USACE Civilian Contracting Career and Training Programs.
4. Coordinates and analyzes contracting performance data.
5. Responsible for the review and approval of justification and approval documents for HCA and those submitted to DA.
6. Analyzes and monitors USACE Competition Program.
7. Coordinates policies and guidance from higher headquarters on SAACONS automated systems.
8. Exercises staff supervision over the Defense Materials System and the Defense Priorities System.
9. Responsible for USACE implementation of DOD IG follow-on Contract Audit Reports Program.
10. Responsible for USACE implementation and operation of the Federal Procurement Data Reporting System; manages and controls the Contract Administration/Procurement Management (CAPM) ADP system.

# OFFICE OF PUBLIC AFFAIRS



## OFFICE OF PUBLIC AFFAIRS

### Mission

To plan, execute and evaluate a comprehensive communication program to inform internal and external publics of USACE activities, policies, capabilities and accomplishments.

### OFFICE OF THE CHIEF Functions

1. Serves as principal staff advisor to the Commander and the ASA(CW) for all media relations, command information, and community relations implications of proposed Corps actions.
2. Exercises staff supervision of public affairs activities of all USACE subordinate elements.
3. Provides public affairs policy guidance and interpretation to MACOM.
4. Develops, executes and evaluates aggressive, comprehensive public affairs program to support USACE goals and missions.
5. Executes the command information program for civilian and military personnel of USACE.
6. Provides public affairs support to the Office of the Chief (OCE) of Public Affairs in those areas for which the COE has ARSTAF responsibility.
7. Serves as clearance authority for speeches and articles to be presented or published in civilian domain. Coordinates speaking requests for the Commander and the Deputy Commander, USACE.
8. Keeps key staff members informed of news events of significance to the command.
9. Serves as the official command spokesperson when responding to requests for information from the news media and the general public.
10. Serves as the USACE Civilian Career Program Manager for public affairs and communications media career fields.

### PUBLIC AFFAIRS AND INFORMATION DIVISION Mission

To provide HQUSACE, OCE, subordinate element staff support through the formulation of plans and directives, issuance of guidance, and staff supervision and management of public affairs, media relations, and public information services.

### Functions

1. Prepares and executes public affairs policy and plans which define objectives and outline programs to explain and support USACE civil works, military construction, research and development, real estate and associated missions.
2. Maintains liaison with all segments of the news media; with water resource groups and other organizations affected by civil works programs; with the construction industry and other organizations affected by military construction programs, and all segments of the environmental, conservation, natural resources community.
3. Prepares, coordinates and disseminates news releases.
4. Prepares feature articles on Corps programs and policies for publication in public media.
5. Responds to news media and public inquiries and arranges media interviews for USACE senior leaders and subject matter experts.
6. Prepares and manages execution of annual USACE public affairs plan.
7. Writes speeches for Director of Military Programs.
8. Serves as primary public affairs action unit for the Commander, USACE, Environmental Advisory Board.
9. Maintains and updates HQUSACE command briefing.
10. Provides public affairs support to the Water Resources Support Center, including the Board of Engineers for Rivers and Harbors.

### COMMAND INFORMATION DIVISION Mission

To develop and execute policies and plans to implement USACE publication and command information programs.

### Functions

1. Prepares and executes command information policy and plans which defines objectives and outlines programs to explain and support the various USACE mission.
2. Develops pamphlets, brochures, folders, fact sheets and other publications to support USACE long-range public information program.
3. Prepares major, in-depth articles for publication with byline of Commander and Deputy Commander, USACE.

4. Publishes monthly USACE command information newspaper.
5. Publishes biweekly HQUSACE internal command information newsletter.
6. Monitors and evaluates all USACE command information newspapers and newsletters.
7. Administers USACE Journalistic Awards programs to recognize subordinate elements and individuals for excellence in journalism and photojournalism.
8. Publishes quarterly professional public affairs newsletter with distribution to all subordinate element Public Affairs Offices.
9. Prepares news stories for USACE Electronic Engineer News Service and operates the news service DOD wide.
10. Writes speeches for the Chief and Deputy Chief of Engineers.
11. Conducts command orientation for newly assigned HQUSACE personnel.
12. Conducts annual "Leaders Emeritus" program for senior Corps of Engineers retirees.



SECURITY, LAW ENFORCEMENT AND INTELLIGENCE

MISSION

Provide Policy and Technical Command Supervision of USACE Security, Law Enforcement and Intelligence Activities.

OFFICE DIRECTOR  
Functions

1. Develops and manages Plans, Program Development and Budget Execution for USACE Security, Law Enforcement and Intelligence Activities.
2. Issues Guidance and Directives and establishes policy for Security, Law Enforcement and Intelligence Activities.

DEPUTY DIRECTOR  
Functions

Serves as Principal Assistant and Advisor to the Director by managing, supervising and coordinating functional responsibilities.

PHYSICAL SECURITY  
Functions

1. Plan, program and execute USACE Physical Security Programs in accordance with AR 190-13 and AR 190-51.
2. Plan, program and execute USACE Crime Prevention Programs in accordance with AR 190-31.
3. Conduct compliance inspections of subordinate command physical security and crime prevention in accordance with AR 1-201.
4. Develop and manage a program to track waivers and exceptions to minimum regulatory standards, including reviewing and approval authorization. Insures compensatory measures in lieu of minimum regulatory requirements are sufficient.
5. Foster an awareness of physical security and crime prevention issues and adherence to more than the minimum acceptable security posture.

INFORMATION SECURITY  
Functions

1. Provides security oversight to USACE communications systems.
2. Formulates information security policy and manages the information security program through the Command Security Manager and the HQUSACE Security Manager.

3. Manages the DA Disclosure of Information, Visits and Accreditations of Foreign Nationals Program within USACE.
4. Provides oversight for Sensitive Compartmented Information (SCI) Programs as the Senior Intelligence Officer in the Corps.
5. Devises and monitors indicators to prevent compromise of essential elements of friendly information and operations.

PERSONNEL SECURITY  
Functions

1. Develops and monitors USACE personnel security program.
2. Manages special access billets for USACE programs.

SECURITY MANAGEMENT  
Functions

1. Formulates and manages the security career programs within the Corps.
2. Conducts oversight inspections for all security programs.

LAW ENFORCEMENT  
Functions

1. Analyze crime within USACE, determine crime profiles, develop and manage effective crime prevention policy and procedure to minimize the potential for crime conducive situations.
2. Compile reports and maintains statistics of criminal activity within USACE.
3. Coordinates law enforcement matters within USACE.

INTELLIGENCE  
Functions

1. Devise and manage the USACE Terrorism Counteraction Program.
2. Provide critical intelligence information to the USACE commander and activities.
3. Evaluate Operations Security (OPSEC) plans and programs for USACE, recommending corrective actions.
4. Provide oversight for Sensitive Compartmented Information (SCI) Programs.
5. Maintain and update a threat assessment of HQUSACE personnel and facilities.
6. Monitor foreign travel and provide travel security briefings.

## OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

### Mission

To develop and manage a Small and Disadvantaged Business Utilization Program on a national level, and to provide management, evaluation and oversight on all program activities.

### Functions

1. Develops and assigns small and disadvantaged business utilization goals within USACE.
2. Evaluates program operation through communications and staff visits.
3. Establishes SADBUE program directives, policy, procedures and guidelines.
4. Educates management and staff personnel, small and small disadvantaged businesses and large business contractors, and other federal agencies, through personal contact, formal training courses, workshops, trade association meetings and other forums, concerning USACE SADBUE program policy and procedures.
5. Conducts staff actions on SADBUE program activities.
6. Acts as focal point for Secretaries of Defense and Army, industry leaders, the media, Congress, state and local governments, the Small Business Administration, the Inspectors General, and other federal agencies, on matters concerning USACE SADBUE program.

## AUDIT OFFICE

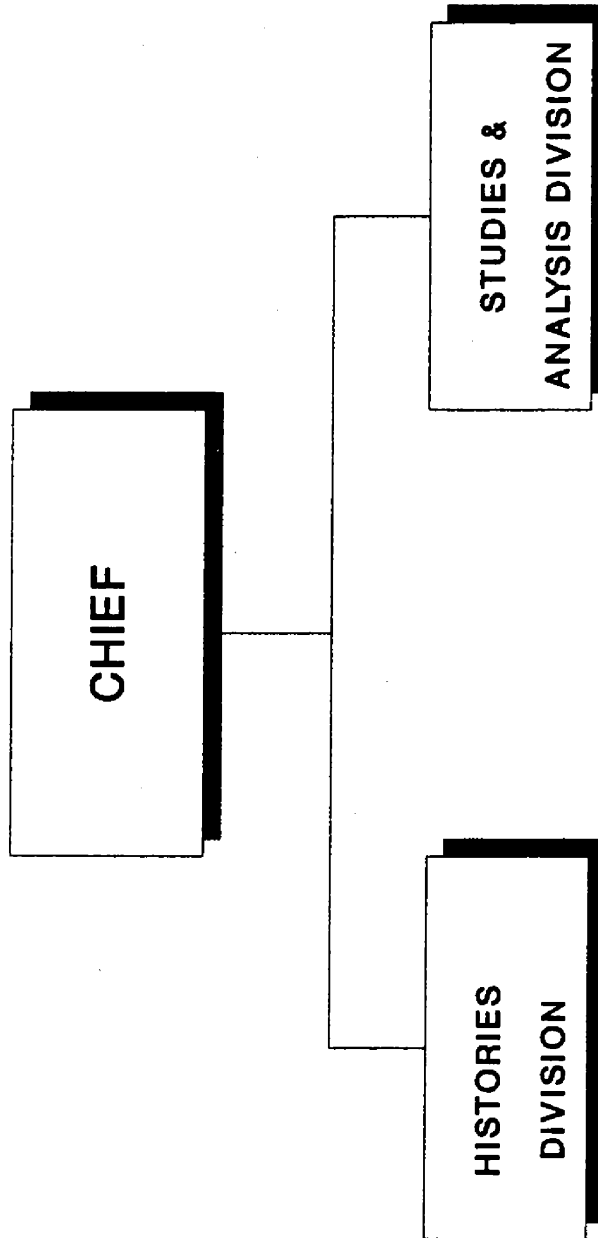
### Mission

To provide the Commander and staff with a professional audit capability for the performance of internal audits and civil works contract audits.

### Functions

1. Manages the USACE Internal Review, Audit Compliance/Follow-up, and Civil Works Contract Audit functions.
2. Coordinates and monitors all USACE/OCE external (GAO, IG, DOD and USAAA) audit activities. Implements the audit follow-up programs for approved audit recommendations.
3. Performs internal audits of known or suspected problem areas throughout the command.
4. Performs independent reviews of USACE Commercial Activity Cost Comparisons employing ten or less civilian workyears.
5. Performs audit follow-up for all approved audit recommendations addressed to HQUSACE, OCE and FOAs in the Washington, D.C. metropolitan area.
6. Implements the USACE audit quality assurance and peer review program.
7. Advises the Commander and staff concerning the implementation of effective internal controls.

# OFFICE OF HISTORY



## OFFICE OF HISTORY

### Mission

To provide staff coordination and supervision of historical functions of USACE and to provide historical services to HQUSACE related to the civil works, military construction, and combat engineering missions of the USACE.

### OFFICE OF THE CHIEF Functions

1. Supervises the historical activities of HQUSACE, oversees the historical activities of USACE subordinate elements.
2. Serves as principal historical advisor to the Commander, USACE.
3. Directs museum activities of HQUSACE and serves as principal museum activities advisor to the Commander, USACE.
4. Directs planning and development of USACE Historical Center, including acquisition, preservation, creation, storage, and exhibition of artifacts.

### HISTORIES DIVISION Mission

To plan and direct the research, writing, and publication of HQUSACE historical volumes and special studies and to direct the USACE field historical and oral history programs.

### Functions

1. Selects topics for research and writing and supervises publication of monographs, special studies, and reprints.
2. Conducts reviews of subordinate element historical programs for compliance with ER 870-1-1, provides guidance and assistance to subordinate elements in execution of historical programs.
3. Manages the oral history program of HQUSACE and advises subordinate elements on oral history program requirements, techniques, procedures, and publications.
4. Provides staff support and reference services to HQUSACE, DA, DOD, and the general public.
5. Provides information on matters of lineage, honors, heraldry, and memorialization pertaining to HQUSACE, subordinate elements and engineer units.

STUDIES AND ANALYSIS DIVISION  
Mission

To direct and manage staff support, reference services, and HQUSACE research collections; provide editorial support for CEHO publications; and to prepare historical reports and special studies.

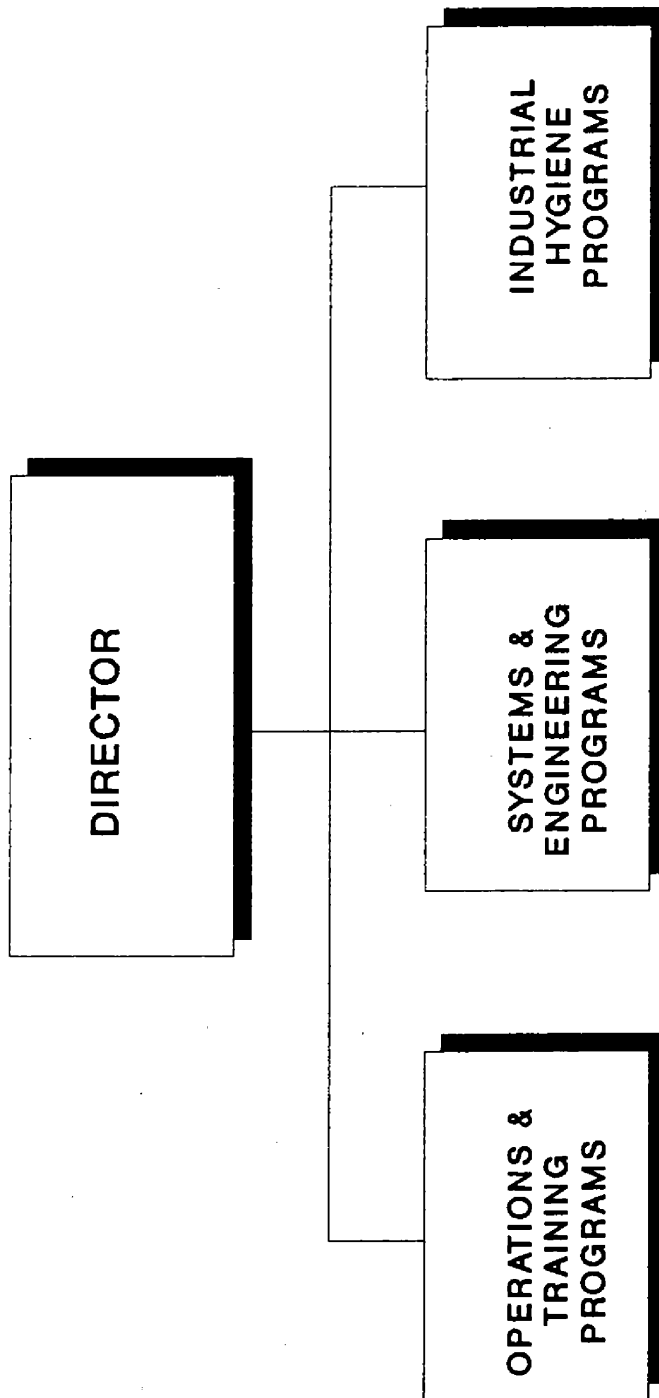
Functions

1. Manages and coordinates staff support and reference services providing information to HQUSACE, subordinate elements, DA, DOD, and the general public.
2. Manages the acquisition, organization, maintenance, and use of CEHO research collections, including personal papers, official files, and historical library, and advises USACE on preservation of documents.
3. Advises U.S. Army Engineer School on branch historical matters and military history education.
4. Directs editorial support for preparation and production of historical volumes, studies, reports, interviews, and other publications of CEHO.
5. Researches and writes special studies and the annual historical report of HQUSACE for DA.

# SAFETY AND OCCUPATIONAL HEALTH OFFICE

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## SAFETY AND OCCUPATIONAL HEALTH OFFICE

### Mission

To provide policy, programs, and technical services related to safety and occupational health matters in support of worldwide USACE missions.

### OFFICE OF THE CHIEF Functions

1. Serves as primary DOD and DA staff advisor on safety and occupational health matters for designated programs.
2. Serves as principal staff advisor to the Commander, USACE for command safety and occupational health matters.
3. Provides guidance to commanders on safe and healthful work environment for government and contractor personnel and for members of the public visiting USACE projects and facilities.

### OPERATIONS AND TRAINING PROGRAMS MANAGER Functions

1. Plans, develops and monitors safety plans and programs, and education criteria.
2. Plans and administers the USACE Career Management Program for safety careerists and interns.
3. Plans and manages the HQUSACE Safety Management Evaluation program for USACE and its subordinate elements.
4. Plans, develops, and provides safety and occupational health training programs to include PROSPECT and CONTRAST courses.
5. Plans and administers the USACE government employee and contractor diving safety program, the USACE safety and occupational health Freedom of Information Act program, the USACE Safety Information Management system (SIMS) and the employee safety and occupational health program for personnel located in the Pulaski Building.

### SYSTEMS AND ENGINEERING PROGRAMS MANAGER Functions

1. Develops and manages the Department of Army's system safety program for facilities design.

2. Provides safety engineering input to regulations, engineering manuals and design specifications.
3. Develops policy, criteria and program guidance for risk analysis, hazard control, and fire prevention and protection.
4. Provides safety guidance on real estate actions regarding hazardous/contaminated property.
5. Develops and publishes USACE directives implementing statutory, federal, and DOD safety policy, including the Construction Safety and Health Requirements Manual, EM 385-1-1.
6. Develops and provides guidance for systems safety engineering on hazardous/toxic material activities, to include R&D activities.
7. Provides safety engineering/fire protection engineering advice and counsel and interpretations of industry and federal standards to USACE elements, DOD, DA, Air Force, Navy, and other federal agencies and industry groups to include the Occupational Safety and Health Administration, National Fire Protection Association, American National Standards Institute, and the Federal Construction Counsel.
8. Develops accident and fire protection criteria for new or unique operational and engineering requirements.
9. Develops policy and provides guidance for USACE mobility and readiness (emergency management) programs.

#### INDUSTRIAL HYGIENE PROGRAMS Functions

1. Develops and manages the USACE Occupational Health, Industrial Hygiene, Radiation Safety and Civilian Resources Conservation programs.
2. Develops and provides occupational health and industrial hygiene (OH/IH) guidance for all USACE Hazardous and Toxic Waste mission assignments.
3. Provides OH/IH input to DOD, DA, USACE and industry consensus standards, regulations, guides, engineering manuals, technical medical bulletins and design specifications.
4. Provides OH/IH advice and counsel to USACE subordinate elements, DOD, DA, Air Force, Navy and other federal agencies.
5. Develops OH/IH criteria for new or unique operational and engineering requirements.
6. Develops scopes of work and manages contracts for OH/IH surveys and medical advisory services.

7. Administers the USACE Industrial Hygienist Career Program.
8. Develops policy and procedures to implement the Worker's Compensation and Continuation of Pay Programs.
9. Coordinates and maintains liaison with the Army Environmental Hygiene Agency on OH/IH policy, programs, and the Army's Occupational Health Management Information system.